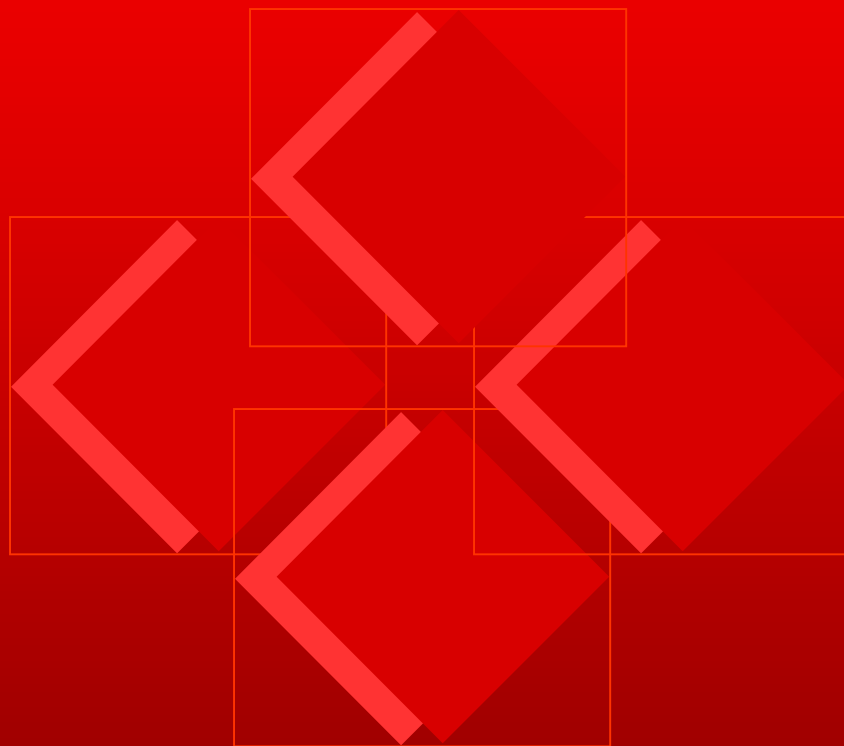


# Competency-Based Development Guide

**Creating a World-Class Workforce**



**Georgia State Government**



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# Georgia Merit System Development Guide

## Credits

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# Georgia Merit System Development Guide

*The Georgia Merit System's Development Guide has been designed specifically to engage state employees in learning activities geared towards achieving established goals. In order for this guide to be meaningful, we strongly encourage you to participate in a competency-based assessment before implementing your development strategy. The GMS multi-rater assessment tool can be used in concert with the Development Guide to construct and implement an individual development plan that supports your learning needs.*

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# How to Use This Guide

The Development Guide contains suggested activities that will help you to develop each of the 32 competency areas included in the Georgia Competency Dictionary (G-Comps). It can be used to help establish an Individual Development Plan (IDP) aimed at addressing the competencies you have targeted. The activities in this guide can be used for a variety of reasons. Typically, they are used to develop competencies that are needed in the current job, but they may also be used to develop competencies that are needed in a future job or to build upon competencies that are required to fulfill an organizational need.

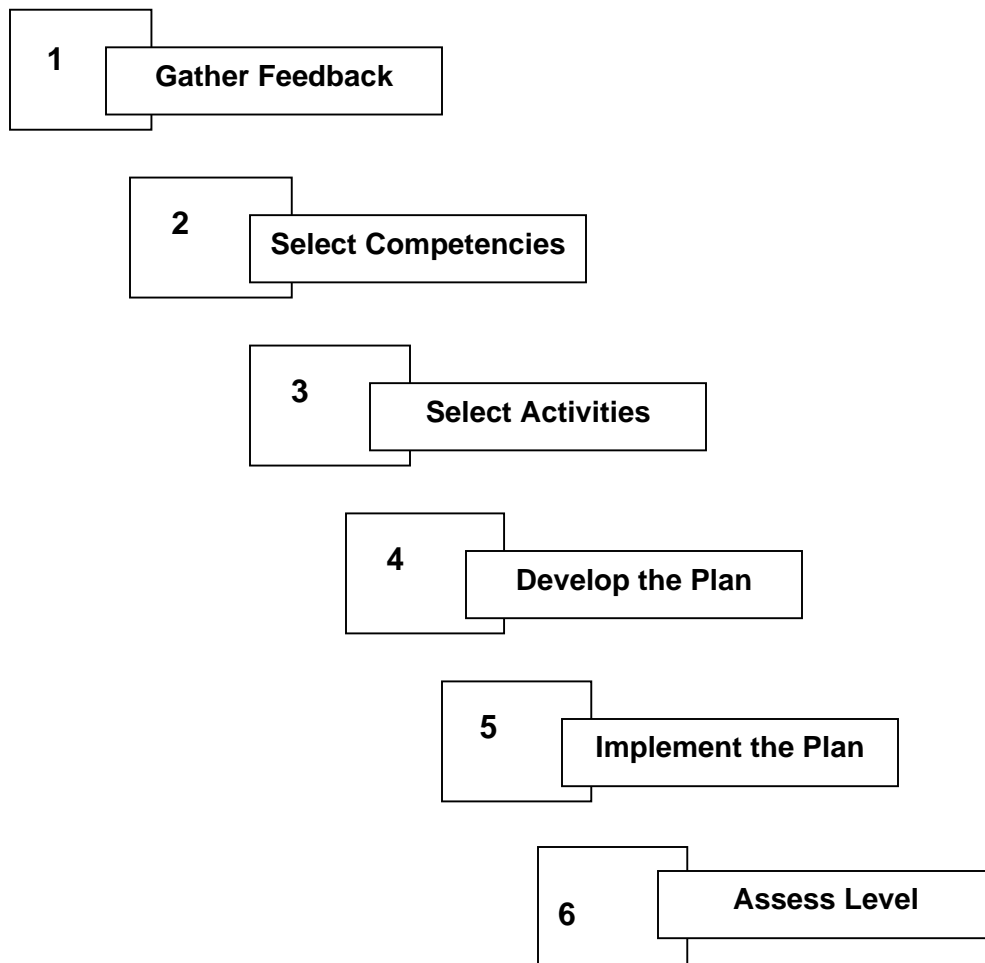
Although the guide contains suggestions for both on-and-off-the-job activities, it should not be viewed as a complete listing of every possible activity that you can engage in to develop your skills in a particular area. The activities can be modified to suit your learning needs, and they may also serve to stimulate ideas about additional activities. The guide also contains courses offered by the Georgia Merit System and a listing of additional resources (e.g., books and videos) to aid you in the development process. Keep in mind that the additional resources listed in this guide are only suggestions and are not endorsed by the Georgia Merit System.

The guide can be used as a tool by both employees and managers in discussing professional development.

# An Overview of Development Planning

Development planning typically involves creating what is called an Individual Development Plan (IDP). An IDP is a uniquely tailored action plan that contains developmental activities aimed at enhancing one's proficiency in specific competencies to meet established goals. Although the manager and the employee have joint responsibility for developing and implementing the IDP, the sole responsibility of accomplishing the learning activities rests with the employee. The role of the manager is to ensure that the employee has the support and the resources that are needed for successful development. Below is a 6-step process to follow to help guide you through your competency development.

## Six-Step Process



### **Step 1: Gather Feedback**

Before you embark upon creating your plan, it is highly recommended that you conduct an assessment of your current competency levels to determine where opportunities for growth may exist. This can be done through a self-assessment or an assessment conducted with the participation of your manager, peers, customers, or any combination of these. MUSIC (Multi-Rater Assessment Tool), which is an automated tool developed by the Georgia Merit System, can be used by you and/or your manager to assess your current competency levels and identify competency gaps.

The results of customer surveys as well as direct feedback from customers and/or peers can also provide valuable information about your strengths and developmental needs. Another method for receiving feedback is through your participation in a formal selection process, where you are assessed on various competencies needed for a particular job.

To ensure that the proper groundwork has been laid to develop an effective IDP, it is important to gather feedback from people who have observed you in different situations and from different perspectives. This approach will provide you with a more valid assessment of your skills.

### **Step 2: Select Competencies**

You should begin the development process by focusing on the one or two competencies that will benefit you the most. It is important to remember that not all competency issues can be effectively addressed through training and development. Factors such as the lack of motivation, resources, or opportunity to demonstrate a competency can impact a person's assessment rating or feedback in a particular area. To establish the best course of action, it is important to determine why these factors exist.

### **Step 3: Select Activities**

Selecting the right activities to include in your IDP is essential for successful development. Developmental activities may include on-the-job training, classroom training, or self-managed learning such as reading, e-learning, and off-the-job activities. The activities in the guide may be used to achieve various proficiency levels as defined by G Comps. You should choose the activities that will be most effective in helping you to reach your needed competency levels. Based on the behavioral descriptions in G-Comps, Level 3 or above is typically what is needed for successful job performance. However, for certain competencies such as Reading or Reasoning, the behavioral descriptions for Level 2 may adequately reflect the needed competency level for successful performance in certain jobs.



When selecting developmental activities, you should consider the availability of resources in your organization. Some activities such as attending a training session or joining a professional organization may involve both time and money. Whereas, on-the-job activities such as delivering a presentation or facilitating a focus group session may involve fewer resources and be just as effective.

Another factor you should consider is the nature of the competency. A competency is typically characterized as a skill, knowledge, self-concept, trait, or motive. Each type of competency may require a different approach to development. For example, if you want to enhance your knowledge in a particular area, activities such as reading or taking a course may be effective, whereas, if you want to develop a skill, activities such as role-playing or presenting in front of others may be more beneficial. Skill and knowledge are easy to see and relatively easy to develop. Competencies related to self-concept, traits, and motives are more difficult to see and may be more difficult to change through development.

Your learning style should also be considered when selecting activities. Some people learn by observing, some learn by doing, others learn by listening or reading or by engaging in a combination of these. Keep in mind that all of these methods are effective. The main idea is to choose the approach that works best for you.

#### **Step 4: Develop the Plan**

IDP's are typically developed once a year. Most managers include discussions of the IDP as part of the annual performance evaluation process, although it does not have to be done at that time. Your IDP should include the specific competencies to be developed, desired competency levels, developmental activities, and realistic timeframes for completing the activities.

Your IDP should also include the learning goals or specific performance outcomes to be achieved. Your goals should be written in measurable terms, and you and your manager should have a clear idea about what successful achievement of your goals looks like. It is also very important to identify how progress towards achieving the goal will be measured and the date the goal is actually achieved.

Keep in mind that your IDP should be viewed as a living document and reviewed periodically to ensure that the activities continue to support established goals.

### **Step 5: Implement the Plan**

To ensure that development takes place, you and your manager should establish a system for tracking and measuring your progress towards the goals you have created. This includes identifying how to measure progress, who will measure progress, and how often progress should be measured. When evaluating your progress, it would also be helpful to seek feedback from others about any changes in your performance. This will determine if modifications to the development process are needed

### **Keys to Successful Development**

- Always ask for feedback.
- Make the most of your strengths.
- Set reasonable goals.
- Identify a learning partner.
- Be willing to take risk.
- Keep the plan visible and current.
- Continued and Specific development activities.

### **Step 6: Assess Level**

After you have completed your IDP with your manager and have engaged in several developmental activities, an assessment should take place. The completion of the selected activities should have resulted in an increase in the targeted competencies. Hopefully, you and your manager should be able to see effects in your job performance. You, your manager, and/or your peers can do the assessment to see if you have reached the competency level you desired. You can use MuSIC which is an automated tool developed by GMS to correctly assess your competency level for improvement.

For more information regarding development planning, please contact Ralph Hamilton, Georgia Merit System, Training and Organization Development Division at 404-371-7371 or [RHX@gms.state.ga.us](mailto:RHX@gms.state.ga.us).

# Sample Individual Development Plan (IDP)

Employee: Craig Johnson

Organization: Georgia Merit System

Manager: Amy Clarke

Date: 1/13/XX

Competency to Develop	Learning Goal	Current Competency Level	Needed Competency Level	Development Activities	Timeframe to be Completed	Review Process	Actual Completion Date
Oral Communication	To deliver presentations with confidence and receive favorable reviews from audience	3 Effectively communicates thoughts, ideas and facts orally	4 Makes compelling oral presentations	Join Toastmaster's	12/ 31/XX	Receipt of Toastmaster's Certificate	12/28/XX
				Pilot presentation with manager and peers.	8/31/XX	Feedback from manager and peers	9/3/XX
				Make a presentation to customers	9/18/XX	Course evaluations and feedback from manager and peers	9/18/XX
Written Communication	To write reports that contain correct grammar and punctuation and are easy to understand	2 Appropriately communicates most ideas	3 Effectively communicates ideas and facts	Write monthly reports for work unit	By the 23rd of each month until 12/23/XX	Feedback from manager and peers	23 <sup>rd</sup> of each month until 12/23/XX
				Take writing class	11/15/XX	Receipt of Course Completion Certificate	11/15/XX

1. Were the learning goals achieved? If not, why?
2. Did the learning activities assist in achieving the learning goal(s)? Explain.
3. Identify any follow-up actions that are needed. Will you continue development in this competency?

# Development Activities & Resources

# ORAL COMMUNICATION

Ability to communicate ideas, thoughts and facts orally. Speaking using correct grammar, appropriate body language, proper tone and inflection, recognizing non-verbal cues, and respecting the audience to effectively communicate ideas



## Suggested Activities for Development

- Identify someone in your organization who you feel is a great presenter or communicator. Ask the person to work with you to develop your skills in this area.
- Before making a formal presentation, practice in front of peers. Solicit feedback and incorporate into your presentation.
- Lead a team meeting.
- Review evaluation sheets from past presentations. Identify your strengths and areas to improve. Devise a plan to work on problem areas.
- Carefully watch recognized speakers on television, radio, etc. that have dynamic personalities and presentation skills. Incorporate a few of those skills into your oral presentation.
- Rehearse presentations on videotape and review before you present. Make the necessary improvements.
- Train colleagues and/or customers on a new concept, product, or service.
- Facilitate a focus group session.
- Volunteer to speak about your work unit or division at new employee orientation.
- Volunteer to speak at a local school or to members of a professional and/or community organization about what you do or a topic of interest.
- Participate in a roundtable discussion in your field. Debate ideas regarding recent developments and/or emerging trends
- Present a formal plan for solving important problem within your organization to multiple stakeholders.
- Join your local Toastmasters
- Teach a course at a local college.

- Create a visual presentation that communicates the vision for your team, division, or organization. Deliver the presentation.

## Recommended Courses

- **Communication: It's More Than Talk (Georgia Merit System)**  
Productivity, efficiency, and customer service in many jobs are linked directly to good communication skills. This course is designed to help employees improve the fundamental skills that are the basis for effective communications--whether the employee is giving or receiving information.
- **Facilitating Training Programs (Georgia Merit System)**  
Effective training sessions stem from excellent planning and delivery. During this course, participants will learn how to incorporate adult learning principles in training delivery to promote learning. Participants will use techniques to involve participants in the learning process; to introduce, reinforce, and transition between learning points; to manage and process structured activities; and to manage difficult participant behavior.
- **Make an Effective Presentation! (Georgia Merit System)**  
Presentation skills are necessary to everyone who works in a team environment or who wants to present their ideas more effectively. This course provides participants with skills in developing presentations, developing visual aids, and managing stage fright. Participants get practical, skill-building practice opportunities in each of the steps necessary to develop and present an effective presentation.
- **Persuasive Speaking (Georgia Merit System)**  
The ability to influence others and present an idea convincingly is an essential communication skill in the workplace. The basic tools of persuasion enable a manager to plan, construct, and deliver a presentation effectively and efficiently.
- **Grammar Basics (Georgia Merit System)**  
Participants will be able to identify and correct frequent capitalization, number expression, abbreviation/acronym, subject-verb agreement, pronoun-antecedent agreement, and possessives and plurals errors. Participants will be able to identify and correct frequent punctuation errors.

## Additional Resources

### Books

- **Presenting to Win, The Art of Telling Your Story** by J. Weissman. (Financial Times Prentice Hall, 2003). Jerry Weissman shows you how to transform your presentations from dry recitals of facts into compelling stories with a laser-sharp focus on what matters most: what's in it for the audience.
- **Maximize Your Presentation Skills: How To Speak, Look And Act On Your Way To The Top** by E. Kaye (Prima Publishing, 2002). This guide answers more than

100 specific questions about public speaking, business etiquette, and leadership image, while dozens of valuable exercises help you hone your new career skills.

- **Fierce Conversations: Achieving Success At Work & In Life, One Conversation At A Time** by S. Scott (Viking Press, 2002). Teaches executives how to conduct conversations more dynamically and ultimately more effectively, thereby improving the relationships they enjoy with their various dialogue partners "one conversation at a time.
- **Effective Presentation Skills: A Practical Guide For Better Speaking** by S. Mandel (Crisp Publishers, 2000). Readers will learn tips for reducing anxiety, eight steps to better organization, how to analyze their audience, and ten tips for planning successful visual aids.

## WRITTEN COMMUNICATION

Ability to communicate ideas, thoughts, and facts in writing. Ability/skill in using correct grammar, correct spelling, sentence and document structure, accepted document formatting, and special literary techniques to communicate a message in writing.



### Suggested Activities for Development

- Volunteer to summarize notes from meetings. Distribute the summaries to others and ask for feedback.
- Volunteer to write monthly or quarterly reports for your work unit.
- Develop a manual or standard operating procedures for a process in your work unit.
- Learn three new words a week. Add these words to your writing vocabulary.
- Write an article for your organization's newsletter, website, or intranet.
- Summarize books or articles in your field and share with colleagues.
- Revise your current resume.
- Develop a proposal for a grant, product or service.
- Write an autobiography.
- Write a speech for someone higher in the organization.
- Write an article or technical report in your field and submit it for publication.

### Recommended Courses

- **Writing Measurable Performance Expectations: GA PMP (Georgia Merit System)**  
This course is designed to help managers and supervisors create measurable performance expectations that are aligned with the agency's vision, mission, and objectives.
- **Sharpening Your Proofreading Skills (Georgia Merit System)**  
An organization often makes its first impression with the documents it produces. Errors in business documents undermine an organization's professionalism. Through intense skill-building sessions, participants will develop proficiency in efficiently detecting and correcting common proofreading errors. This course



provides essential tools to those who prepare final copies, write, or review business documents.

- **The Instructional Design Workshop (Georgia Merit System)**  
Lesson design can be the most difficult portion of a trainer's job, especially for a new or inexperienced trainer. Learn about the process and structure of lesson design. This course will give guidelines needed to design a successful training program.
- **Writing That Works (Georgia Merit System)**  
Poor business writing is not only frustrating for employees and customers, but can cause duplicated effort, safety hazards, and lost productivity. Good writing requires planning and clear thinking. This course provides participants with a step-by-step approach to writing letters, memos, and other business documents. Based on a program by business communications consultant Dianna Booher, this course will help employees strengthen their written communication skills and improve their organizational effectiveness.

## Additional Resources

### Books

- **Get To The Point! Painless Advice For Writing Memos, Letters And E-Mails Your Colleagues And Clients Will Understand** by E. Danziger (Three Rivers Press, 2001). Tips on clear and concise writing, secrets of editing and revising, simple explanations of the most useful elements of grammar and punctuation, frequently misused words and how to remember their correct meaning.
- **The Elements Of Style** by W. Strunk, E. B. White, & R. Angell (Allyn & Bacon, 2000). Contains rules of grammar phrased as direct orders and provides the principal requirements of plain English style. Concentrates on fundamentals: The rules of usage and principles of composition most commonly violated.
- **Effective Business Writing: Strategies, Suggestions and Examples** by M.V. Piotrowski (HarperCollins, 1996). Numerous examples show how to overcome writer's block, organize messages for maximum impact, achieve an easy-to-read style, and find an efficient writing system and much more.
- **New York Public Library Writer's Guide To Style And Usage** by A. Sutcliffe (HarperCollins, 1994). The purpose of this guide is to help new and experienced writers and editors navigate today's world of electronic publishing, beginning with the writing of first drafts and ending with the delivery of computer disks or camera-ready copy.
- **The Elements Of Business Writing: A Guide To Writing Clear, Concise Letters, Memos, Reports, Proposals, And Other Business Documents** by G. Blake, & R. W. Bly (MacMillan Publishing, 1992). Equally useful to executives and support staff, it shows how to: write clearly and powerfully; rid writing of jargon and pompous language; organize material effectively; and avoid errors in spelling, grammar, and usage.

## Media

- Email Essentials. Ever challenging ourselves to gather more information faster and then disseminate it instantaneously, we human beings have become obsessed with the value and effectiveness of e-mail. Employee University, 1-888.215.8532.
- You Can't Write With Handcuffs On Your Brain. Bad Writing Ain't Funny...But This Video Is! What happens when good writers get bad advice? Employee University, 1-888.215.8532.

## READING & READING COMPREHENSION

Examines, recognizes and grasps the meaning of written characters, words and sentences (in the English language). This includes the ability to understand and learn from written materials by discerning essential facts, main ideas, and/or the essential message. Interprets written materials including rules, instructions, reports, charts, tables, articles, and technical/professional publications. Infers and applies information from written materials in situations related to the job.



### Suggested Activities for Development

- Work with a tutor.
- Read books and articles in your field. Write a summary and send it to others who will benefit from the information.
- Regularly read magazines and the section of the newspaper that interests you the most. Share the main ideas with others.
- Learn three new vocabulary words a week and use them regularly.
- Create or join a book club (professional or personal). Each month have a member create comprehensive questions about the chosen book and answer them.
- Identify a software program you would like to learn. Read through the manual to learn how to use it.
- As you read, look up words in the dictionary that are unfamiliar to you and use them regularly.
- Read articles in professional/technical journals. Summarize the information or write a critique.
- Read about recent case laws related to your field. Discuss with others how new laws will impact your work unit or division.
- Tutor a student in reading and comprehension
- Volunteer to participate on a panel which reviews and updates policies.
- Teach a reading or literature course at a local college or university.
- Serve as parliamentarian of a professional or community organization.

## Recommended Courses

- **Sharpening Your Proofreading Skills (The Georgia Merit System).**  
An organization often makes its first impression with the documents it produces. Errors in business documents undermine an organization's professionalism. Through intense skill-building sessions, participants will develop proficiency in efficiently detecting and correcting common proofreading errors. This course provides essential tools to those who prepare final copies, write, or review business documents.
- **The R.E.A.D. Program (The Georgia Merit System).**  
In this age of information, many people complain, I have more reading than time. Most people just don't seem to accomplish the amount of work they should in the time permitted. This course will increase business reading efficiency and increase employee productivity.
- **Grammar Basics (Georgia Merit System)**  
Participants will be able to identify and correct frequent capitalization, number expression, abbreviation/acronym, subject-verb agreement, pronoun-antecedent agreement, and possessives and plurals errors. Participants will be able to identify and correct frequent punctuation errors.

## Additional Resources

### Books

- **Success Skills: Strategies For Study And Lifelong Learning** by A. Beale-Marks (South-Western Educational Publishing, 2001). This text is divided into five key areas: learning how to learn; becoming an active reader; listening, memory and note-taking mastery; testing and critical thinking skills; information gathering, research and writing skills.
- **Power Reading Course Book With Audio Countdown Timing CD: The Best, Fastest, Easiest, Most Effective Course On Speed-Reading And Comprehension Ever Developed!** by R. Ostrov (The Education Press, 2000). Increase reading speed and comprehension and improve concentration.
- **Speed Reading For Business** by S. Moided (Barrons Business Success Series, 1998). Methods for increasing reading and comprehension speed by three to five times.
- **The Memory Book** by H. Lorayne & J. Lucas (Ballantine Books, 1996). Simple, fail-safe memory system, and you can become more effective, more imaginative, and more powerful, at work, at school, in sports and play.
- **Super Reading Secrets** by H.S. Berg (Warner Books, 1992). The world's fastest reader offers advice on how to improve reading speed and memory without reducing comprehension.

## **Media**

- **Reading Strategies For Career Success.** Reading Strategies For Career Success sharpens the ability of career-oriented users to understand, interpret, and analyze written materials on a variety of employment-related topics, such as memos, reports, and notices. Merit Software, 1-800-753-6488.
- **Ace In-Home Tutoring Vocabulary Booster CD.** Offers a way to build a stronger vocabulary, thereby leading to better reading comprehension, improved grades, and higher test scores. ACE In-Home Tutoring, 1-800-655-5580.

# LISTENING

Attuning to a vocal or auditory message including non-verbal clues. Body language/positioning and eye contact of listener is considered. Ability to understand and derive meaning from spoken material. Requires the ability to remain attentive.



## Suggested Activities for Development

- Identify someone who is a good listener and observe what she or he does. Seek advice on how to improve your listening skills.
- Volunteer to summarize information discussed during team meetings.
- Keep a log of situations where you made an attempt to listen effectively. List the situation, what you did well and what you need to work on.
- Ask a colleague or manager to observe and critique your listening skills when you interact with others. Work on problem areas.
- Each time you have a conversation with someone, log the number of times you stopped yourself from interrupting others to let them complete their thoughts.
- Identify situations in which you have the most difficulty being a good listener and devise a strategy to prepare for them in advance.
- Log each time a misunderstanding occurs with someone. What was the situation? What did you do? What was the result? What can you do to keep the situation from recurring?
- Meet with people in your work group to determine their thoughts and ideas about the current work environment. Ask for recommendations regarding improvements.
- Listen to books on audiotape. Write a summary of the book or discuss the main ideas with others.
- Facilitate focus group sessions.
- Make a habit of regularly walking around in your work area to see how things are going and if people are facing any difficulties. Summarize their concerns and revisit them the next time you walk around.
- Volunteer to serve on an interview panel.
- Meet with customers to discuss their needs or problems they are having with a service or product.

## Recommended Course

- **Communication: It's More Than Talk (The Georgia Merit System).** Productivity, efficiency, and customer service in many jobs are linked directly to good communication skills. This course is designed to help employees improve the fundamental skills that are the basis for effective communications-whether the employee is giving or receiving information.

## Additional Resources

### Books

- **Listening: The Forgotten Skill: A Self-Teaching Guide** by M. Burley-Allen (John Wiley & Sons , 1995). A proven program for turning effective listening into a powerful business tool.
- **That's Not What I Meant: How Conversational Style Makes or Breaks Relationships** by D. Tannen (Ballantine Books, 1991). Managers and other employees. Focuses on conversational style rather than psychological content, and explains why good intentions are not enough. Emphasizes that there are no right or wrong ways to converse, only ways which work or don't work.
- **Effective Listening Skills** by A .R. Kratz & D. M. Kratz (McGraw-Hill Trade, 1995). Covers the essential listening skills everyone needs to succeed in business including a basic understanding of the communication process, giving and receiving feedback, screening out distractions, listening critically for information and evidence, and being open, interested, and attentive.
- **People Skills** by R. Bolton (Touchstone Books, 1986). Describes the twelve most common communication barriers, showing how these "roadblocks" damage relationships by increasing defensiveness, aggressiveness, or dependency. He explains how to acquire the ability to listen, assert yourself, resolve conflicts, and work out problems with others.

### Media

- **You're Not Listening.** Fortunately, effective listening is easy and can be improved through practice. In *You're Not Listening*, a series of vignettes identify poor listening habits and demonstrate how they can be overcome. Employee University, 1-888.215.8532.
- **Listen and Grow Rich! How to Succeed by Listening.** No communication skill can impact a relationship more than the way in which one listens. Master this most neglected communication skill and take your relationships and bottom line to new heights. David Greenberg's Simply Speaking Inc., 404-633-4343 or toll-free 1-888-773-2512.

## FLEXIBILITY

Degree to which an individual accepts change in job requirements, schedules, or work environments.



### Suggested Activities for Development

- Tell your peers you are trying to improve your flexibility and ask them to give you feedback when you are or are not being flexible. Keep a log of the situation and determine ways in which you could be more flexible in the future.
- Ask your manager and/or colleagues about how you can improve your performance on the job. Modify your work behaviors as appropriate.
- Each week commit to doing something different (e.g., spend time with someone from a different background, listen to different music, take a different route home).
- Make a list of routine processes in your work unit. Devise a plan to implement new technology and/or techniques to make them more efficient.
- Volunteer to work on an innovative project or a project that is different from your normal work.
- Explore different management styles and techniques for different employees.
- Take a personality inventory (e.g., Myers-Briggs Type Indicator) to learn more about your personality.
- Volunteer to work with someone whose viewpoint is different from yours.
- Develop a business case that supports a significant change in the way your work unit or department does business. Present the costs/benefits associated with the change.

### Additional Resources

#### Books

- Thinking for a Change: 11 Ways Highly Successful People Approach Life and Work by J. C. Maxwell (Warner Books, 2003). People who achieve their dreams understand the critical relationship between their level of thinking and their level of progress--and they know that when thinking is limited, so is potential.
- Fish! Sticks: A Remarkable Way to Adapt to Changing Times and Keep Your Work Fresh by S. C. Lundin & H. Paul & J. Christensen (Hyperion, 2003). The



authors examine change as a necessary, ongoing process that should never stop--at least not if one wants to keep the workplace vital and fully alive.

- **Free the Beagle: A Journey to Destiny** by R. H. Williams (Bard Press, 2002). Free the Beagle is an amazingly insightful piece of work and a definite must read for today's (and tomorrow's) leaders.
- **Who Moved My Cheese? An Amazing Way to Deal with Change in Your Work and in Your Life** by J. Spencer & K. H. Blanchard (Putnam, 1998). This story is about adjusting attitudes toward change in life, especially at work. Change occurs whether a person is ready or not, but the author affirms that it can be positive.
- **The Organization of the Future** by The Drucker Foundation (Jossey-Bass, 1997). The 49 contributors to this collection, an eclectic mix of executives, academics, management experts and consultants offer highly accessible, often conversationally written essays intended as thought-provoking goads to action or change in today's business environment. The emphasis is on creating flexible organizational structures that can respond effectively to global competition, information technology, innovation and customers' changing habits.
- **Managing At The Speed of Change** by D. R. Conner (Villard Books, 1993). A well reasoned, original approach to change management, relevant for any organization. Describes the patterns of change, principles of resilience, and the imperative that managers actively lead the change process.
- **Paradigms: The Business of Discovering the Future** (HarperBusiness, 1993). This book makes people aware that we view and understand the world through our paradigms. Understanding the power of paradigms can be a crucial step towards breaking through barriers to innovation and unlocking our resistance to change.

## Media

- **And When You Fall. The Ice Skater Dan Jensen's Olympic Story**-Never say it can't be done! Employee University, 1-888.215.8532.
- **Bad Apples: How to Deal With Difficult Attitudes.** If you have lazy teammates, cranky customers, bossy bosses or rigid co-workers, then Bad Apples is for you! Employee University, 1-888.215.8532.
- **Cross-Cultural Understanding.** Investigates all the key components of culture, including values and beliefs, social structure, perceptions of time, communication styles, proper etiquette and more. Employee University, 1-888.215.8532.

## SELF-ESTEEM

The overall regard which one holds for oneself. Self-regard. Self-worth. How one feels about oneself.



### Suggested Activities for Development

- Write down and read daily affirmations.
- Volunteer to handle difficult customers.
- Write down all of your accomplishments over the past year and review them often.
- Identify a challenging goal you would like to achieve within the next 6 – 12 months. Devise a strategy to achieve the goal. Keep track of your progress.
- Ask your manager and/or colleagues to point out each time you make a negative comment about yourself. Keep a log of the number of negative comments you make and the number of negative thoughts you have each day. Work to reduce the numbers in both areas.
- Facilitate a group meeting with customers.
- Volunteer to lead a project team or actively serve on a task force to address a problem in the organization.
- Share your expertise in a particular area with others by making a presentation at work or to members of a professional/community organization. Find someone who will coach and encourage you as you work to develop your self-esteem.
- Identify someone whose confidence you admire and establish a mentor relationship with that person. Discuss her or his own skills, abilities or character shown while interacting with people. Listen for the type of statements or mottos used to build her or his own confidence and incorporate any you feel are relevant to your own situation.
- Participate in a roundtable discussion on a topic in your field.
- Talk with a colleague who made a decision that was initially unpopular. Ask her or him how she/he dealt with opposition and how she or he presented arguments in favor of the decision. Use a few of the strategies in presenting your own arguments and decisions.
- Identify an area in your field you would like to know more about. Devise a learning strategy which includes reading related books, attending conferences and training, and talking to experts.
- Take on a leadership role in a professional or community organization

- Volunteer to serve as a panel expert in your field.
- Teach a course at a local college or university.
- Become a mentor.

## Recommended Course

- **Imagine 21: Fast Track to Change (The Georgia Merit System)**  
Are you reaching your objectives? Is your organization inspired? Achieving success takes change. Harnessing change takes skill. Skill requires knowledge. Imagine 21 ensures and enhances investments in skills-based programs by providing an understanding of the thinking process -- and how it affects the decisions we make. Imagine 21 exposes participants to the same practical applications that generate personal change and growth. This video based seminar is taught by Lou Tice and also consist of a 40-unit/eight week assimilation process that is available on audio CD. The CD is included in the course materials.

## Additional Resources

### Books

- **Esteemable Acts: 10 Actions for Building Real Self-esteem** by F.Brown (Broadway Books, 2003) Offers specific advice on several aspects of life, including career, finances, relationships, and self-improvement.
- **How to Keep People from Pushing Your Buttons** by A. Ellis & A. Lang (Carol, 2003). Show readers how to control their reactions to difficult people, through easy-to-follow cognitive behavior therapy exercises. Self –control, interpersonal relations, interpersonal conflict.
- **Life's Too Short! : Pull the Plug on Self-defeating Behavior and Turn on the Power of Self-esteem** by A. Twerski (St. Martin's Press, 2003). By "turning on the power of self-esteem" through self-assessment, changing old habits and using techniques borrowed from Alcohol Anonymous and other 12-step programs as well as traditional psychotherapy, we can overcome these self-defeating patterns that prevent us from realizing our potential.
- **Self-matters: Creating Your Life from the Inside Out** by P. C. Mc Graw (Simon & Schuster Source, 2001). Demystifies the elusive concept of self and leads readers to seize the power that lies within.
- **Believing in Myself: Daily Meditations for Healing and Building Self-esteem** by E. Larsen & C. Hegarty (Prentice Hall , 1991). Presents a meditation for every day of the year, complete with an inspirational quote and thought for the day--all written in a conversational, down-to-earth tone.

## Media

- Attitudes, Beliefs, and Choices. A Series of 3 Audio Tapes For Adults & Young Adults. Three fun and inspiring audiocassettes in an album offer simple, practical, and playful messages about life. They will stimulate your thoughts and emotions while improving your insight and perspective. National Association for Self-Esteem, PO Box 674, Normal IL 61761.
- Changing the Picture. Discover eight powerful steps to building a good self-image; identify and correct self-image problems by confronting them; become a responder rather than a reactor; and learn life-changing methods to building good relationships. Winner Strategies, 1-800-457-2523.

## LEARNING

Desire and effort to acquire new knowledge and skills for work. Concern for the acquisition of new job knowledge.



### Suggested Activities for Development

- Ask your manager and/or colleagues to point out sources of information that will help you to increase your knowledge in a particular area. Review the information and share what you have learned with others.
- Commit to reading professional journals, books, and articles that will expand your knowledge in a particular area.
- Regularly view your organization's website and/or intranet.
- Volunteer to accompany and/or stand in for your manager at meetings.
- Keep abreast of new legislation. Share with others how it impacts your work unit or department.
- Make a list of areas you would like to know more about. Identify specific steps you will take to enhance your knowledge in these areas (e.g., reading books, attending classes, talking to experts).
- Become an active member in a professional or community organization.
- Ask someone to become your mentor.
- Ask for feedback when working on projects and keep a journal of the feedback that you receive. Identify trends that reveal areas for improvement and devise a learning strategy to develop your skills in these areas.
- Teach yourself how to use software programs that will help you on the job.
- Attend meetings in other work units or departments to learn more about what they are working on.
- Volunteer to work on a project outside of your work unit or department.
- Join an online discussion group or participate in roundtable discussions on a topic in your field.
- Learn a new language.
- Identify a time-consuming process in your work unit or department. Devise a plan to make it more efficient.

- Research an interesting topic in your field. Write an article about it and submit it for publication.
- Implement a Lunch and Learn program where your colleagues can share information about what they have learned in their field every month.
- Develop a new concept that would impact the industry and develop a plan to support its implementation
- Establish three professional goals and develop a personal learning agenda, which includes specific steps needed to accomplish your goals.

## Additional Resources

### Books

- Rediscover the Joy of Learning by D. A. Blackerby (Success Skills, 1996). "Rediscover the Joy of Learning" is an engaging and practical book that is an important resource for anyone involved in the process of learning.
- The Seven Habits of Highly Effective People by S. R. Covey (Simon & Schuster, 1990). Presents a holistic, integrated, principle-centered approach for solving personal and professional problems.
- The Age of Paradox by C. Handy (Harvard Business School, 1995). The management of "paradox," in essence planning for the unplanned.
- Future Edge: Discovering the New Paradigms of Success by J. A. Barker (William Morrow, 1992). From a strategic exploration viewpoint, this is an excellent guidebook. Understanding and mastering your paradigms is one important thing for making progress in life and in business.
- Peak Learning: How to Create Your Own Lifelong Education Program for Personal Enlightenment and Professional Success by R. Gross (J.P. Tarcher, 1999). One of North America's foremost learning experts presents a clear, practical, and thorough program to help listeners learn anything faster and more enjoyably.

### Media

- Managing People Through Change. Seize the opportunities raised by change - use them to develop and grow. Employing a variety of learning methods, these 19 activities can be used for group, one-to-one and self-study work. Employee University, 1-888.215.8532.
- Continuous Motivation Training. Teaches your team the value of continuous motivation! Employee University, 1-888.215.8532.

## INTEGRITY/HONESTY

Degree to which an individual can be trusted. Operates in an ethical manner. Degree of trustworthiness and ethical behavior of an individual with consideration for the knowledge one has of the impact and consequences when making a decision or taking action.



### Suggested Activities for Development

- Review policies related to ethics, privacy, and confidentiality. Discuss with team members how these policies may apply in your work unit.
- Identify someone whom you believe is trustworthy. Talk with this person to find out what they do to earn trust from others and model their behavior.
- Keep a log of each commitment that you make. Review the promises that you made and whether or not you followed through on them and why. Devise a plan to work on specific issues.
- Negotiate realistic deadlines the next time you receive a project and choose your commitment carefully. Hold yourself accountable to the agreed deadline.
- Get a team together to discuss case studies regarding business ethics.
- Ask someone to become your mentor. Seek advice from this person when facing ethical issues.
- Serve on a selection interview panel.
- Create a personal set of guiding principles for handling confidential information.
- Teach a business ethics workshop.
- Write an article on business ethics.
- Volunteer to serve on an ethics board or committee.

### Recommended Courses

- **Developing People (Georgia Merit System)**  
Bringing out the best in employees is a powerful and meaningful way to achieve organizational goals and create an environment where people feel valued, motivated and challenged. This one-day program focuses on a model for identifying, discussing and pursuing performance and development opportunities that produce "win-win" agreements and results for managers and employees. During this interactive workshop participants will identify their personal development style and assess their impact on the development of employees.

- Ethical Considerations for Government Managers (Georgia Merit System). All management decisions are potentially ethical problems. When others protest that decisions and/or procedures are "not fair," supervisors are often left with a dilemma: how to find a solution to the problem while preserving relationships among all stakeholders. Techniques for decision making that take the viewpoints of all stakeholders into consideration provide a framework of support for the decision after it is made.

## Additional Resources

### Books

- Absolute Honesty: Building a Corporate Culture That Values Straight Talk and Rewards Integrity by L. Johnson & B. Phillips (American Management Association, 2003). Shows how to establish and maintain a culture where honest communication is the norm, and employees can speak openly without fear of retribution.
- Personal Accountability: Powerful and Practical Ideas for You and Your Organization by J. G. Miller (Denver Press, 1998). A practical approach to eliminating blame, victim thinking, and procrastination from our organizations and our lives.
- The Power of Ethical Management by N. V. Peale & K. Blanchard. (W. Morrow, 1998). Shows today's managers how to bring integrity back to the workplace. It gives hard-hitting, practical, ethical strategies that build profits, productivity, and long-term success.
- Managing by Values by K. H. Blanchard, M. O'Connor, K. Blanchard, & J. Ballard (Berrett-Koehler Publishers, 1997). Realistic step-by-step plan for determining any company's core beliefs, and then putting them into practice throughout the organization in order to achieve real across-the-board satisfaction.
- Credibility: How Leaders Gain and Lose it, Why People Demand it by J. M. Kouzes, & B. Z. Posner (Jossey-Bass Publishers, 1993). The authors place honesty, competence and a talent to inspire ("a set of values that can be learned") at the core of effective leadership. Subject: Leadership, executive ability, interpersonal relations.

### Media

- Character: Who Needs It? Though people often define success by power, prestige, and possessions, this program shows that good character is the most valuable and enduring asset one can have. Employee University, 1-888.215.8532.



- For Goodness Sake! With this video you can deliver a message of personal responsibility and integrity that has never been timelier. Use it to build morale, improve attitudes and enhance ethics and values everywhere in your organization. Employee University, 1-888.215.8532.

## Interpersonal Skills

Extent to which an individual gets along and interacts positively with co-workers. Degree and style of understanding and relating to others.



### Suggested Activities for Development

- Identify someone who is good at listening and understanding. Spend some time observing what she or he does and says. Ask what he or she was thinking during the conversation and try to use the same reasoning in your next interaction and monitor the other person's response to it.
- Over the next two or three weeks, pay close attention to the non-verbal cues of others when communicating with them. Determine what emotions are being communicated and check your assessment with the individual before acting on them. Assess your progress in understanding others.
- Join the diversity council.
- Ask your manager or colleagues to sit in on a meeting with a difficult customer or employee. Ask for feedback on your interpersonal skills. Based on feedback, identify one specific behavior you will focus on improving during the next week. Repeat process periodically. Assess progress on behaviors you are trying to improve.
- Negotiate a contract with a customer.
- Provide constructive feedback to an employee or colleague.
- Become a mentor.
- Once a week, walk around in your area. Ask team members how things are going; what difficulties they are having and what you can do to help. Revisit their concerns the next time you walk around.
- If you are a manager, ask each of your peers how your team can work more effectively with their team. Decide on a plan to implement some of their suggestions.

### Recommended Courses

- A Team Approach (Georgia Merit System)  
This course is designed to provide insights on improving the productivity of work groups by gaining a deeper involvement of employees. Special attention is paid to factors that enable work units to achieve organizational goals. Work groups can be an internal source of energy and talent when the principles of team approach are applied.

- **Dealing with Difficult Employee Behavior (Georgia Merit System)**  
This course will enable participants to effectively deal with difficult employees. Participants will learn practical and effective strategies for managing and working with disagreeable, disruptive, and uncooperative employees and co-workers.
- **Developing People (Georgia Merit System)**  
Bringing out the best in employees is a powerful and meaningful way to achieve organizational goals and create an environment where people feel valued, motivated and challenged. This one-day program focuses on a model for identifying, discussing and pursuing performance and development opportunities that produce "win-win" agreements and results for managers and employees. During this interactive workshop participants will identify their personal development style and assess their impact on the development of employees.
- **Human Relations Skills for Secretaries (Georgia Merit System)**  
Successful interactions with managers, coworkers, and the public are crucial for the secretary in today's workplace. This course focuses on interpersonal skill-building for successfully interacting with supervisors, colleagues, and the public. These skills are designed to enhance productivity and generate cooperation.
- **Coaching for High Performance: GA PMP (Georgia Merit System).** During this interactive course session, participants will gain an understanding of fundamental coaching techniques and develop personal strategies that can be used in their workplace. This course provides participants with practical information that can be directly applied in the workplace.
- **Meeting Customer Needs (Georgia Merit System)**  
Whether you are serving the internal or external customer in person or on the telephone, the more positive the interaction, the more positive the perception is of you and your agency. This course is designed to assist all employees in recognizing and improving their impact on the customer.
- **Resolving Conflict In A Diverse Workplace: A Workshop (Georgia Merit System)**  
This course provides both awareness and skill building activities. During the workshop, the participants will discuss the issues that may emerge from a diverse workplace as well as discuss and practice the skills that could be used for conflict resolution. Topics covered include: Viewing Conflict Positively; Sources of Conflict; Understanding How We React to Conflict; Analyzing Conflict; Developing and Practicing Skills for Resolving Conflict; and Putting It All Together.
- **Supervising in a Challenging Environment (Georgia Merit System)**  
This course provides the basic management competencies needed by managers and supervisors in Georgia state government. Participants will learn communication fundamentals, how to develop employees, how to build commitments and how to build teamwork.
- **The FAIR Way to Manage Diversity (Georgia Merit System)**  
Demographic changes in the U.S. population are creating a diverse workforce. To effectively manage diversity, supervisors and managers must look beyond legal definitions of discrimination and program requirements. Supervisors and managers must create an environment that emphasizes respecting, recognizing and valuing differences. This course identifies practical steps, which managers and supervisors can take to respect and value the contributions of everyone.

## Additional Resources

### Books

- **Be Your Own Executive Coach: Master High-Impact Communications Skills for Dealing With Difficult People, Improving Your Personal Image, Learning How to Listen, Solving Business** by P. Delisser (Chandler House Press, 1999). Dubbed "the executive's new coach" by Fortune Magazine, Peter deLisser teaches managers how to "shut up and listen", how to make "every conversation a sales call" and even how to deal with "a boss who's a screamer."
- **How To Win Friends And Influence People** by D. Carnegie (Pocket Books, 1990). For over 50 years the rock-solid, time-tested advice in this book has carried thousands of now famous people up the ladder of success in their business and personal lives. Now this phenomenal book has been revised and updated to help readers achieve their maximum potential in the complex and competitive world.
- **Overcoming Anger and Irritability** by W. Davies (New York University Press, 1990). Overcoming Anger and Irritability includes an introduction to the origins and nature of anger and irritability. It contains a complete self-help program, using clinically proven cognitive therapy methods, as well as work sheets to help readers to track their progress.
- **Art Of Talking So That People Will Listen** by P. Swets (Prentice Hall, 1986). Communication that wins a positive response from others can provide you with a new way of life. Nothing is more essential to success in any area of your life than the ability to communicate well.
- **People Skills: How to Assert Yourself, Listen to Others, and Resolve Conflicts** by R. Bolton (Prentice Hall, 1979). People Skills are communication-skills handbooks that can help you eliminate these and other communication problems. Author Robert Bolton describes the twelve most common communication barriers, showing how these "roadblocks" damage relationships by increasing defensiveness, aggressiveness, or dependency.

### Media

- **Ten Commandments.** This outstanding video uses light-hearted, humorous vignettes to help you learn how to communicate effectively with people that have disabilities. Employee University, 1-888.215.8532.
- **Communicating Non-Defensively.** Viewers gain a clear understanding of why all people are naturally defensive, as well as learn the symptoms and consequences of inappropriate defensiveness. This video shows that we all must be responsible for how we deliver AND receive messages. Employee University, 1-888.215.8532.

# Customer Service

Degree to which an employee attempts to, or meets customer expectations. Concern with performing work to a level, which satisfies customer needs. Includes appropriately reacting to customer demands.



## Suggested Activities for Development

- Spend the day with a manager or director who is recognized for having great customer service. Observe and model her or his behavior.
- Keep track of how long it takes to solve customers' problems. Work to decrease the time. Keep a log that demonstrates improvements in response time.
- Create a board for employees to write down the 'the most asked about' or 'most frequent issue' that customers (internal or external) have. For a group activity, brainstorm for creative solutions. Develop a FAQ and post for information.
- Keep a log of customer problems. Track whether they have been resolved and how they have been resolved. Review the log once a week to see if there are any unresolved problems. Devise a strategy to solve these problems.
- Ask your manager about an especially difficult or complicated client problem that she or he is involved with. Ask to work with her or him in resolving the issue.
- Conduct interviews with customers to determine their needs and satisfaction with current services.
- Make a flow chart to show how team issues affect customers. Take the lead in working with your team to help solve internal issues.
- Hold a department meeting to focus on top issues that impact your customers. Help the team come up with ways to focus on the top three things that will make the biggest impact/difference. Develop a plan to accomplish those three things.

## Recommended Courses

- **Effective Telephone Management (Georgia Merit System)**  
Anyone who makes or receives business telephone calls or voice mail messages projects an image: either positive or negative. This course focuses on telephone techniques that will create the best impression for an organization.
- **Meeting Customer Needs (Georgia Merit System)**  
Whether you are serving the internal or external customer in person or on the telephone, the more positive the interaction, the more positive the perception is of you and your agency. This course is designed to assist all employees in recognizing and improving their impact on the customer.

## Additional Resources

### Books

- Tips and Tactics for Serving Customers on the Internet by B. W. Ketchum & J. Y. Cleaver (Inc. Business Resources, 2001). Designed to help readers use the Internet to improve customer relationship management, using a dynamic Web site, e-mail databases, the friendly FAQ format, and other tools.
- Monitoring, Measuring, & Managing Customer Service by G. S. Goodman (Jossey-Bass, 2000). In this book, Goodman identifies the core behaviors that make up excellent customer service—as defined by the customer—and provides managers with a set of proven tools for promoting and maintaining it, transaction after transaction.
- Best Practices In Customer Service by R. Zemke, & J. A. Woods (AMACOM, 1999). How do other companies deliver superior service? How do I build long-term relationships with customers? Best Practices in Customer Service is a one-stop resource designed to help anyone involved in customer service answer these questions and more.
- The Big Book Of Customer Service Training Games: Quick, Fun Activities For Training Customer Service Reps, Salespeople, And Anyone Else Who Deals With Customers by P. Carlaw & K. D. Vasudha (McGraw-Hill Trade, 1998). Contains 50 creative activities that teach the basics of treating customers with respect, listening well, smoothing out ruffled feathers, and all the other skills an employee needs to sell and serve customers. Designed for anyone who manages front line service workers, the book is full of fun.
- Calming Upset Customers by R. Morgan & M. G. Crisp (Crisp Pubns, 1998). Learn what gets customers upset, what they want, and how to calm them. Assess your calming skills and attitudes. Know why it's important to calm these customers and turn them into satisfied customers.

### Media

- 5 Values of Great Customer Service. Presents a value-based training approach to meeting the challenge of an increased diversity in most organizations' customer population. Employee University, 1-888.215.8532.
- Give Em The Pickle. Viewers will learn what it takes to foster and maintain customer loyalty. Employee University, 1-888.215.8532.

# Negotiation and Influence

The ability to facilitate positive dialogue between others with the goal of resolving differences and reaching compromises. Working cooperatively with others to resolve issues, which impede organizational or personal success.



## Suggested Activities for Development

- Volunteer to negotiate a problem with a customer.
- Attend an Alternative Dispute Resolution (ADR) workshop.
- Meet with someone whose negotiating skills you would classify as win/win. Find out what she or he does and apply what you learn to similar situations.
- When preparing for a negotiation, practice in front of your manager, colleagues, or family members.
- Do some brainstorming and list a number of ways that you could act to influence a situation, then consider which are most likely to be effective.
- Ask for feedback from people who did not support an idea or proposal you developed. Find out what you could have been done to persuade them.
- Videotape yourself participating in a role-play where you are persuading someone to take action. Review it and give yourself feedback on your approach.
- Invite your manager to observe you in a meeting where you will be negotiating or influencing a group. Ask for feedback.
- Negotiate a contract with a customer.
- Volunteer to serve as a mediator.
- Volunteer to work on a cross-functional team.
- Make a presentation to senior management about providing an innovative product or service to customers.

## Recommended Courses

- Building Commitment (Georgia Merit System)  
This course is designed to help managers and supervisors take the appropriate steps to build commitment in their organizations. Participants will learn when to reach a decision independently, solicit employee participation, or delegate.

- **Mediation Training (Georgia Merit System)**  
This course is designed for professionals who want to learn the theory and skills necessary to formally practice mediation as an expansion of their present professional work. The course is also designed for those who desire to integrate mediation strategies, negotiations skills and problem-solving techniques into their current work. The Georgia Office of Dispute Resolution has certified this course and a veteran mediator leads it.
- **Mediation Practicum (Georgia Merit System)**  
The practicum provides participants an opportunity to observe a full-length mediation; view and react to situations that mediators often face. The course fulfills a certification requirement of the Georgia Office of Dispute Resolution for those wishing to practice mediation in this state. A prerequisite is Mediation Training.

## Additional Resources

### Books

- **Negotiating and Influencing Skills: The Art of Creating and Claiming Value** by B. C. McRae (Sage Publications, 1998). Subject: negotiation, influence.
- **25 Role Plays for Negotiation Skills** by S. Asherman, I. G. Asherman, & S. V. Asherman (Human Resource Development Press, 1995). Participants think and act like negotiation experts.
- **Credibility: How Leaders Gain and Lose It, Why People Demand It** by J. M. Kouzes & B. Posner (Jossey-Bass Publishers, 1993). This is a guide to help managers understand the fundamental importance of credibility for building personal and organizational success, and for fostering trust within work, family and the community.
- **Facilitation Skills for Team Leaders** by C. L. Martin & D. Hackett (Crisp Publications, 1993). Offers easy-to-understand concepts that will be immensely helpful to all team leaders. Lead your team into organized productivity.
- **Getting to Yes: Negotiating Agreement Without Giving In** by R. Fisher, W. Ury & B. Patton (Penguin Books, 1991). This book offers a concise, step-by-step proven strategy for coming to mutually acceptable agreements in every sort of conflict.

### Media

- **Better Way.** Dr. Stephen R. Covey's Lessons in Leadership Series. Learning Objectives: Win-Win, Teambuilding Skills, and Synergy. Employee University, 1-888.215.8532.
- **Think or Sink.** This video shows how to lead a group towards successful decisions. Employee University, 1-888.215.8532.



# Conflict Management

Ability to effectively resolve disputes among others. Manages disagreements. Methods and style of dealing with disagreements. Requires the ability to remain impartial and unbiased.



## Suggested Activities for Development

- Seek out a manager or co-worker who has effective conflict resolution skills and ask them to coach you or give you feedback.
- Subscribe to management newsletters or websites. Conflict management is usually a popular topic. Read the articles and apply what you have learned.
- Research past incidents of workplace violence in both private and public sector (newspapers, magazines). Form a group discussion on the initial conflict and how it could have been resolved before violence occurred.
- Keep a log of situations that involve conflict and stress. Write down key points and try to identify any common themes.
- Participate in role plays where you must deal with a difficult customer, coworker, or employee. Ask for feedback.
- Volunteer to assist in mediating between team members to resolve conflicts.
- Co-teach a conflict management class.
- Involve yourself in projects or committees that will require working with challenging persons or colleagues that you have difficulty working with. Keep a journal of difficult situations and how you handle them.
- Identify recurring conflict situations. Investigate the barriers that prevent agreement to help determine the root cause for disagreement. Discuss your observations with your manager and create a plan to address the issues.
- Reflect on patterns of conflict that might exist within the entire organization. Formulate a plan to begin to address the workplace issues. This could benefit the organization/agency as a whole.

## Recommended Courses

- Dealing with Difficult Employee Behavior (Georgia Merit System)  
This course will enable participants to effectively deal with difficult employees. Participants will learn practical and effective strategies for managing and working with disagreeable, disruptive, and uncooperative employees and co-workers.

- **Managing Conflict in the Workplace (Georgia Merit System)**  
Personal conflict between employees can disrupt the workplace and depress morale. Supervisors and managers need an effective program for confronting and resolving disputes between employees. This course aims at providing the supervisor with the means to create an action plan to intervene, analyze, investigate and resolve conflicts between members of the organizational unit. Interviewing techniques and interpersonal communication skills are emphasized.
- **Managing The Troubled Employee (Georgia Merit System)**  
How should managers and supervisors deal with a troubled employee? This is the employee whose acceptable performance suddenly declines because of off-the-job factors. Managers and supervisors who attend this course will learn how to recognize and how to deal effectively with troubled employees. The course will help managers and supervisors focus their response on the troubled employee's job performance rather than the employee's personal problems.
- **Preventing and Handling Sexual Harassment in the Workplace (Georgia Merit System)**  
This course provides managers and supervisors with strategies for ensuring and maintaining a work environment that is free from sexual harassment. The course also outlines the responsibilities of managers and supervisors when sexual harassment occurs in the workplace. This course can be delivered by GSAMS.
- **Resolving Conflict In A Diverse Workplace: A Workshop (Georgia Merit System)**  
This course provides both awareness and skill building activities. During the workshop, the participants will discuss the issues that may emerge from a diverse workplace as well as discuss and practice the skills that could be used for conflict resolution. Topics covered include: Viewing Conflict Positively; Sources of Conflict; Understanding How We React to Conflict; Analyzing Conflict; Developing and Practicing Skills for Resolving Conflict; and Putting It All Together.
- **Respect and Responsibility - A Positive Approach to Discipline (Georgia Merit System).**  
Resolving discipline problems is one of the more unpleasant management tasks. This course provides a procedure for maintaining discipline without creating conflict and disrespect.

## Additional Resources

### Books

- **The Mediation Process: Practical Strategies for Resolving Conflict** by C. W. Moore (Jossey-Bass, 2003). Landmark resource for mediation practitioners, trainers, students, and professionals in corporate, legal, health care, education, and governmental arenas.
- **Capitalizing On Conflict: Strategies And Practices For Turning Conflict To Synergy In Organizations** by K. Blackard & J. W. Gibson (Davies-Black Publishing, 2002). The authors draw from diverse business, legal, and academic backgrounds, sharing proven strategies and best practices for resolving big or small conflicts, business-related or personal.

- **Getting to Resolution: Turning conflict into collaboration** by S. Levine (Berrett-Koehler Publishers, 1998). Suggests that disputes can be resolved by practicing ten basic principles ranging from an "assumption of abundance" (there is more than enough to go around in this conflict) to a state of being what he calls "responsible" (looking to oneself rather than to outside professionals for solutions).
- **The Book of Agreement: 10 Essential Elements for Getting the Results You Want** by S. Levine (Berrett-Koehler, 1998). The Book of Agreement is the first practical book on how to realize the potential of really working together in the world, at the office, or in the home.
- **The Promise of Mediation: Responding to Conflict Through Empowerment and Recognition** by A. B. Bush & J. P. Folger (Jossey-Bas, 1994). This book explores the trans informative potential of mediation, showing what that potential is, why it is important, and how it can be realized in practice.

## Media

- **Finding the Up in the Upheaval.** Change can also give an organization a chance to improve and an opportunity for the employee to grow. Learn the four steps to positive change. Employee University, 1-888.215.8532.
- **Dealing With Conflict.** Based on the world-famous Thomas-Kilmann Conflict Mode Instrument, this program offers proven methods for recognizing and resolving conflict. Employee University, 1-888.215.8532.

# Diversity Management

Ability to work harmoniously with others in an environment where diverse cultures, religions, philosophies, genders, and races exist.



## Suggested Activities for Development

- Research diversity topics (e.g. TV specials, articles, theater). Engage colleagues in discussions about diversity.
- Spend time (e.g., lunch, breaks) with people who are from a different background.
- Create learning opportunities about diverse cultures during team meetings (e.g., have a 'diversity' potluck for a lunch or play a diversity trivia game).
- Volunteer to do an internal diversity analysis of your workplace. Share your findings with others.
- Suggest diversity issues and topics for the agenda at regular management or work team meetings.
- Circulate newsletters and articles talking about diversity in the workplace.
- Seek to have a mentor/mentee from a different background.
- Survey or conduct a focus group to gain insight regarding ways to make the work environment more inclusive.
- In the next team meeting, explain the business advantages for effectively dealing with diversity in your unit and how it impacts your customers in a team meeting. Research this idea if necessary.
- Create or volunteer to participate on a panel that reviews organizational policies and practices for inclusiveness.
- Create or volunteer to serve on a diversity council.
- Create a diversity newsletter for your organization. Involve others to help it expand.

## Recommended Courses

- **ADA Awareness: A Manager's Perspective (Georgia Merit System)**  
During this course managers and supervisors will learn the requirements of the Americans with Disabilities Act, learn how to use the key considerations in planning for and conducting the employment interview and learn the strategies to integrate people with disabilities into the workplace. The manager's attitude has a direct bearing on the success of all employees. The willingness of managers to

give a qualified person with a disability a chance to be successful sets the tone for the rest of the work group.

- **ADA Awareness: An Overview (Georgia Merit System)**  
This course focuses on overcoming barriers of attitude and myths in working with people with disabilities. Participants will also learn proper language and etiquette that will help them interact more effectively on the job with persons with disabilities.
- **Managing a Diverse Workforce (Georgia Merit System)**  
The employees in today's workforce differ in a variety of ways. Managers and supervisors must be able to influence, motivate, and communicate with employees who are diverse in their backgrounds. This course will equip managers and supervisors with effective strategies to lead a diverse workplace.
- **Resolving Conflict In A Diverse Workplace: A Workshop (Georgia Merit System)**  
This course provides both awareness and skill building activities. During the workshop, the participants will discuss the issues that may emerge from a diverse workplace as well as discuss and practice the skills that could be used for conflict resolution. Topics covered include: Viewing Conflict Positively; Sources of Conflict; Understanding How We React to Conflict; Analyzing Conflict; Developing and Practicing Skills for Resolving Conflict; and Putting It All Together.
- **The FAIR Way to Manage Diversity (Georgia Merit System)**  
Demographic changes in the U.S. population are creating a diverse workforce. To effectively manage diversity, supervisors and managers must look beyond legal definitions of discrimination and program requirements. Supervisors and managers must create an environment that emphasizes respecting, recognizing and valuing differences. This course identifies practical steps, which managers and supervisors can take to respect and value the contributions of everyone.

## Additional Resources

### Books

- **Peacock in the Land of Penguins** by B. J. Gallegher Hateley, W.H. Schmidt & S. Weiss (Berrett-Koehler, 2001). This delightful fable humorously and memorably illuminates the importance of understanding and embracing the full range of perspectives that people bring to bear on their work.
- **Generations at Work: Managing the Clash of Veterans, Boomers, Xers, and Nexters in Your Workplace** by R. Zemke & C. Raines, & B. Filipczak (AMACOM, 2000). Learning about differences may be fun but learning about cooperation is useful. It's here that "Generation at Work" becomes a valuable tool.
- **Diversity Success Strategies** by N. Carr-Ruffino (Butterworth-Heinemann, 1999). Offers important insights into the morals and cultural forces that inform our most fundamental values and attitudes.

- **Building a House for Diversity: A Fable About a Giraffe & an Elephant Offers New Strategies for Today's Workforce** by M. I. Woodruff & R. T. Roosevelt, Jr. (Amacom, 1999). Within the context of a fable about giraffes and elephants, the text demonstrates the mutual adaptation that is necessary to create a diversity friendly atmosphere in corporations.
- **Implementing Diversity: Best Practices for Making Diversity Work in Your Organization** by M. Loden (McGraw-Hill Trade, 1995). How to position diversity initiatives for maximum buy-in and support; proven strategies for managing resistance to this important change; the 18 classic mistakes made when implementing diversity initiatives--and how to avoid them.

## Media

- **Closing the Gap.** Based on the work of communication expert Dianna Booher, Closing the Gap is a video-based training program that can help resolve communication problems for all employees in your organization. Employee University, 1-888.215.8532.
- **In this Together.** Illustrates how perceptions can become reality by examining opinions and attitudes about everyday life and the simple choices we're faced with each day. Employee University, 1-888.215.8532.

## Teamwork

Ability to effectively work and complete assignment in-group settings. Works cooperatively with other to achieve common goals.



### Suggested Activities for Development

- Work with people you do not normally work with or do not know very well.
- Once a month, pass along an interesting article to someone in your work unit or department that would benefit from the information.
- Volunteer to participate on a project that will require a high level of cross-functional teamwork.
- Keep a record of all your involvement in committees, meetings, and informal team activities for a period of time. Work to increase the involvement and keep track.
- Each week, volunteer to help at least one person in your work unit or department.
- Volunteer to summarize notes from team meetings and send them to all team members.
- If you are a manager, meet with peers from other work units or departments to find how your team can work more effectively with other work units. Devise a plan to implement some of their suggestions.
- Create a system where employees can recognize each other for good work.
- Recognize team members' contributions at each team meeting.
- Make a habit of asking people who do not normally work together to work on projects together.
- Devise a plan to create team spirit in your work unit or department (e.g., organize informal team get-togethers, contests, parties, team chants, impromptu celebrations or participate in community service activities, etc).
- As a team building exercise, have each team member describe how each person contributes to the team uniquely. Make a list for each person to show the differences and likenesses of all team members.
- Develop a short list of 'values' with your department or unit to guide decision-making and interpersonal behavior. Get your team involved in making the list. Review the list at meetings.
- Seek feedback from your manager and staff regarding your team management techniques. Work to improve problem areas.

- Work with team members to create or refine the team's mission statement.
- Identify a critical issue within your organization. Volunteer to lead a task force to solve the problem that involves people from different departments.
- Work with a manager or co-worker who has effectively managed teams to develop your skills in this area.
- Identify a current obstacle that is impeding your team from working effectively. Determine the root causes and possible solutions. Share your ideas with your manager. Develop a plan to implement the solutions you have identified. Monitor the results.
- Facilitate a group discussion with team members to solve a problem in your work unit or department.

## Recommended Courses

- **A Team Approach (Georgia Merit System)**  
This course is designed to provide insights on improving the productivity of work groups by gaining a deeper involvement of employees. Special attention is paid to factors that enable work units to achieve organizational goals. Work groups can be an internal source of energy and talent when the principles of team approach are applied.
- **Effective Team Leadership (Georgia Merit System)**  
Well-defined strategies, techniques, and tactics are needed for process teams to realize optimal outcomes. This course is essential for Team Leaders or others providing leadership to process teams. The course is designed to help team leaders meet the demands of dealing with complex human interactions in a team setting.
- **Increasing the Effectiveness of Workplace Teams: Achieving Teamness (Georgia Merit System)**  
Teams are used more and more in the workplace. Those teams may be striving to improve quality, increase efficiency, or improve customer satisfaction. Despite their best intentions, teams may fail. This course highlights five common team problems that often occur during the early formation of teams and outlines strategies for overcoming those five problems.
- **Increasing the Effectiveness of Workplace Teams: Improving Teamwork (Georgia Merit System)**  
Effective managers and supervisors recognize the importance of team members working together. Even when teams have clear goals, defined roles and effectively deal with conflicts, other problems can affect teamwork. This course outlines strategies for dealing with those problems.
- **Supervising in a Challenging Environment (Georgia Merit System)**  
This course provides the basic management competencies needed by managers and supervisors in Georgia state government. Participants will learn communication fundamentals, how to develop employees, how to build commitments and how to build teamwork.



## Additional Resources

### Books

- **The Performance Factor: Unlocking the Secrets of Teamwork** by P. MacMillan (Broadman & Holman, 2001). Discussion about the characteristics of a high performance team and how to implement a new paradigm of leadership to bring any organization to greater efficiency.
- **Teamwork Is an Individual Skill: Getting Your Work Done When Sharing Responsibility** by C. M. Avery & M. A. Walker (Berrett-Koehler, 2001). Offers best practices, tips, and developmental activities for taking personal responsibility for the success of teams and other relationships at work.
- **High Five! The Magic of Working Together** by K. Blanchard & S. Bowles (William Morrow, 2000). Offers fair share of commonsense wisdom when it comes to putting together, motivating, and sustaining work teams worthy of the Stanley Cup.
- **Encouraging the Heart: A Leader's Guide to Rewarding and Recognizing Others** by J. M. Kouzes & B. Z. Posner (Jossey-Bass, 1999). When it comes to motivating people to higher standards of performance, nothing— not even money— works as powerfully as the recognition of individual effort and achievement.
- **Teamwork & Teamplay** by J. H. Cain & B. Jolliff (Kendall/Hunt Publishing Company, 1998). Learn activities, learn the how, what, when, where, and why for these activities are useful.

### Media

- **Debi's Way.** Here are the keys to wise hiring, the behaviors that build team loyalty, and the behind-the-scenes story on getting top performance. Employee University, 1-888.215.8532.
- **Visions of Teams.** The Vision Of Teams will inspire, challenge, and energize your team members to develop a focused camaraderie. Employee University, 1-888.215.8532.

## Leadership

Ability to effectively manage and guide group efforts. Includes providing level of feedback concerning group progress.



### Suggested Activities for Development

- Ask for regular feedback on your leadership style from colleagues, managers and team members and employees.
- Arrange to have regular conversations with some mentors that are good leaders. Make a point of discussing specific issues, and model your behavior after the leadership mentors.
- Volunteer to facilitate a team meeting.
- Lead a project team.
- Offer to stand in for your manager at a meeting.
- Take a leadership position in a professional or community organization.
- Become a mentor.
- Develop and deliver motivational speeches about your team's successes to create positive morale.
- Delegate as much as possible and make challenging assignments available to everyone. Keep a journal of tasks that were delegated and their outcome. Provide feedback to team members or employees.
- Develop a presentation of your vision for your work unit. Create a graphical image that reinforces the key concepts of your vision. Present your vision at a team meeting.
- Identify future trends and events that will impact your work unit. Work with your team to develop strategies to meet future challenges.

### Recommended Courses

- Building Commitment (Georgia Merit System)  
This course is designed to help managers and supervisors take the appropriate steps to build commitment in their organizations. Participants will learn when to reach a decision independently, solicit employee participation, or delegate.

- **Conducting Effective Meetings (Georgia Merit System)**  
The purpose of the course is to help managers, supervisors and other employees conduct meetings that use their group's time, energies, and creativity effectively.
- **Effective Team Leadership (Georgia Merit System)**  
Well-defined strategies, techniques, and tactics are needed for process teams to realize optimal outcomes. This course is essential for Team Leaders or others providing leadership to process teams. The course is designed to help team leaders meet the demands of dealing with complex human interactions in a team setting.
- **Ethical Considerations for Government Managers (Georgia Merit System)**  
All management decisions are potentially ethical problems. When others protest that decisions and/or procedures are "not fair," supervisors are often left with a dilemma: how to find a solution to the problem while preserving relationships among all stakeholders. Techniques for decision making that take the viewpoints of all stakeholders into consideration provide a framework of support for the decision after it is made.
- **Fundamentals of the Georgia Performance Management Process (PMP) (Georgia Merit System)**  
This course addresses the fundamentals of the Georgia Performance Management Process. The focus of the course is one-on-one, manager-employee performance management: performance planning, coaching, developing, and evaluating performance. The course provides tools and techniques for developing and communicating performance expectations, giving performance feedback, conducting performance meetings, evaluating the employee's performance, and more. The process and forms that are used in the Georgia Performance Management Process are also addressed. This course also provides experienced managers and supervisors an opportunity to gain new insights and perspectives on the essentials of performance
- **Fundamentals of Leadership (Georgia Merit System)**  
This course focuses on the fundamental principles of leadership. Managers and supervisors will learn how to be more effective leaders. Topics to be discussed include: good leadership qualities, situational leadership, and leadership in the twenty-first century.
- **How to Develop Employees: GA PMP (Georgia Merit System)**  
This course reviews the procedures presented in Fundamentals of Georgia Performance Management for the development of employee strengths and weaknesses. The supervisor's role in planning development, selecting a method for development and evaluating the results is emphasized. Topics covered include: A review of the development module from Fundamentals of Georgia PMP.
  - Recognizing the opportunity for development
  - Review of methods and selection of one for a specific plan
  - Explaining the development plan to the employee
  - Following up and evaluating the results of the development plan

- **How to Manage Projects: Being in Charge from Beginning to End (Georgia Merit System)**  
This course provides a basic and yet comprehensive set of tools that managers, supervisors, team leaders, or project leaders may use to avoid crisis management. During the course, project management concepts, techniques, methods, tools, and worksheets are explained in understandable terms. Participants will learn how to define projects, staff projects, charter projects, and manage projects.
- **Implementing Change in the Workplace (Georgia Merit System).**  
This course provides a basic and yet comprehensive set of tools that managers, supervisors, team leaders, or project leaders may use to avoid crisis management. During the course, project management concepts, techniques, methods, tools, and worksheets are explained in understandable terms. Participants will learn how to define projects, staff projects, charter projects, and manage projects.
- **Legal Issues for Supervisors (Georgia Merit System).**  
This course focuses on how to recognize and avoid the common supervisory mistakes that often lead to legal action against organizations. The course also identifies strategies and practices that will help supervisors avoid employment-related claims. The common mistakes include: failure to document; failure to train; failure to keep evidence; grade or rating inflation; failure to consult Human Resources; inappropriate electronic messages; inconsistent treatment; inappropriate talk about ex-employees.
- **Managing a Diverse Workforce (Georgia Merit System).**  
The employees in today's workforce differ in a variety of ways. Managers and supervisors must be able to influence, motivate, and communicate with employees who are diverse in their backgrounds. This course will equip managers and supervisors with effective strategies to lead a diverse workplace.
- **Maximizing the Potential of Your Employees (Georgia Merit System)** Employees need workplace conditions that support their growth and development. An outcome of such support is increased productivity--people become excited about opportunities and a successful organization. Supervisors and managers have two options. They may limit and frustrate their employee or they can support and empower employees. This course suggests strategies that help managers and supervisors unleash the full potential of their employees. This course can be delivered by GSAMS.
- **Performance Management Tools (PMTTools) (Georgia Merit System).**  
Learn to use PMTools to prepare Performance Management Forms on your employees.
- **Preventing and Handling Sexual Harassment in the Workplace (Georgia Merit System).**  
This course provides managers and supervisors with strategies for ensuring and maintaining a work environment that is free from sexual harassment. The course also outlines the responsibilities of managers and supervisors when sexual harassment occurs in the workplace.

- Recognizing and Avoiding Sexual Harassment in the Workplace (Georgia Merit System)  
This workshop is designed to clarify the range of behaviors, which can be considered sexual harassment. There is a continued emphasis on the responsibility to create and maintain an environment that is respectful to all employees.
- Respect and Responsibility - A Positive Approach to Discipline (Georgia Merit System).  
Resolving discipline problems is one of the more unpleasant management tasks. This course provides a procedure for maintaining discipline without creating conflict and disrespect.
- Supervising in a Challenging Environment (Georgia Merit System)  
This course provides the basic management competencies needed by managers and supervisors in Georgia state government. Participants will learn communication fundamentals, how to develop employees, how to build commitments and how to build teamwork.
- The 4 Roles of Leadership: Executive (Georgia Merit System)  
The Executive version addressed how to apply the principles and process of leadership from the perspective of senior managers. The 4 Roles of Leadership is an intensive, workshop for leaders (executives, managers, and supervisors) who want to significantly improve their strategic thinking, long-term vision, and positive influence on others. The 4 Roles of Leadership will guide you to understand the change, choices, and principles that affect your decisions. Just as important the course will equip you with real tools to help you solve today's challenges and prepare for tomorrow's opportunities. The 4 Roles of Leadership uses a 360-degree profile that was designed to enhance leadership skills.
- The 4 Roles of Leadership: Middle Managers (Georgia Merit System)  
The 4 Roles of Leadership is an intensive, workshop for leaders (managers, and supervisors) who want to significantly improve their strategic thinking, long-term vision, and positive influence on others. The 4 Roles of Leadership will guide you to understand the change, choices, and principles that affect your decisions. Just as important the course will equip you with real tools to help you solve today's challenges and prepare for tomorrow's opportunities. The 4 Roles of Leadership uses a 360-degree profile that was designed to develop leadership skills in all levels of management. The 4 Roles of Leadership uses a 360-degree profile that was designed to enhance leadership skills
- The 4 Roles of Leadership: Managers and First-Line line Supervisors (Georgia Merit System)  
The 4 Roles of Leadership is an intensive, workshop for leaders who want to significantly improve their strategic thinking, long-term vision, and positive influence on others. The 4 Roles of Leadership will guide you to understand the change, choices, and principles that affect your decisions. Just as important the course will equip you with real tools to help you solve today's challenges and prepare for tomorrow's opportunities. The 4 Roles of Leadership uses a 360-degree profile that was designed to develop leadership skills.

- Your Supervisory Roles and Responsibilities: An Introduction (Georgia Merit System)  
Too often, people are promoted or hired to be first-line supervisors or managers merely because they were an excellent worker or employee. Those new supervisors and managers then discover that being a good supervisor entails much, much more than simply knowing the technical parts of the job and giving orders. This workshop prepares new supervisors for that first step into the management ranks -- probably the most difficult transition anyone takes in his or her career.

## Additional Resources

### Books

- Leading Quietly by J. L. Bararacco, Jr. (Harvard Business School Press, 2002). Author focuses here on helping the middle- and senior-level managers who make the ordinary decisions that ultimately determine an organization's success. Presents each principle with a brief introduction, followed by a case study and summary of the lessons to be learned.
- Leadership by R. W. Giuliani & K. Kurson, K. (Miramax, 2002). Rudolph Giuliani demonstrates how the leadership skills he practices can be employed successfully by anyone who has to run anything.
- Fish! A Remarkable Way to Boost Morale and Improve Results by S. C. Lundin, H. Paul & J. Christensen (Hyperion, 2000). Addresses today's most pressing work issues (including employee retention and burnout) with an engaging metaphor and an appealing message that applies to anyone in any sector of any organization.
- The Tao of Coaching: Boost Your Effectiveness at Work by Inspiring Those Around You by M. Landsberg (Knowledge Exchange, 1997). Managers should become coaches, who responsibility to enhance the performance and learning abilities and others.
- Empowering Employees Through Delegation by R. E. Nelson (Irving Professional Publishing, 1993). This book helps harness the power of direct reports by learning how to empower them through delegation.
- Principle-Centered Leadership: Strategies for Personal and Professional Effectiveness by Stephen Covey (Distican, 1992). This book outlines a long-term inside-out approach to developing people and organizations.

### Media

- Courageous Followers, Courageous Leaders. The video dramatically demonstrates the unique pressures facing team leaders, redefines the role of the "follower" and identifies the four ways we can all exercise courage. Employee University, 1-888.215.8532.

- Encouraging the Heart. This program illustrates the importance of employee recognition and presents examples of the types of rewards leaders can give to truly motivate top performance. Employee University, 1-888.215.8532.

## Teaching Others

Overall concern for the developmental level of an individual or group. Takes steps to explain and provide guidance.



### Suggested Activities for Development

- Schedule individual one-on-one time with subordinates/supervisor to the sole purpose of development. Focus on coaching and development, what is accomplished well and what could be done differently to be more effective.
- Arrange to meet and work with people who are good at coaching and teaching others. Incorporate their methods in your own teaching style.
- Regularly share resources or information that you have researched or learned about for the benefit of individual agencies and the government as a whole.
- Ask an employee to attend a meeting in your place, ask him/her to take notes. Schedule time afterwards to review the details of the meeting.
- Become a mentor.
- Provide and participate in mock feedback sessions.
- Teach a course to address training needs.
- Identify job assignments that will increase team members' or employees' exposure to different divisions and management experience. Identify initiatives in other areas that may provide development opportunities for others.
- Develop a presentation that informs customers of our products and services
- Volunteer to talk to students about what you do at your local high school or college

### Recommended Courses

- **Becoming a Mentor (Georgia Merit System)**  
This course provides a practical and comprehensive mentoring approach. The course describes the roles and responsibilities of the mentor's roles. Valuable tools and techniques for fulfilling those roles and responsibilities are offered. This course focuses on the six mentor dimensions and the behaviors that comprise each dimension.
- **Coaching for High Performance: GA PMP (Georgia Merit System)**



During this interactive course session, participants will gain an understanding of fundamental coaching techniques and develop personal strategies that can be used in their workplace. This course provides participants with practical information that can be directly applied in the workplace.

- **Developing People (Georgia Merit System)**  
Bringing out the best in employees is a powerful and meaningful way to achieve organizational goals and create an environment where people feel valued, motivated and challenged. This one-day program focuses on a model for identifying, discussing and pursuing performance and development opportunities that produce "win-win" agreements and results for managers and employees. During this interactive workshop participants will identify their personal development style and assess their impact on the development of employees.
- **Facilitating Training Programs (Georgia Merit System)**  
Effective training sessions stem from excellent planning and delivery. During this course, participants will learn how to incorporate adult learning principles in training delivery to promote learning. Participants will use techniques to involve participants in the learning process; to introduce, reinforce, and transition between learning points; to manage and process structured activities; and to manage difficult participant behavior.
- **How to Develop Employees: GA PMP (Georgia Merit System)**  
This course reviews the procedures presented in Fundamentals of Georgia Performance Management for the development of employee strengths and weaknesses. The supervisor's role in planning development, selecting a method for development and evaluating the results is emphasized. Topics covered include:
  - Recognizing the opportunity for development
  - Review of methods and selection of one for a specific plan
  - Explaining the development plan to the employee
  - Following up and evaluating the results of the development plan
  - A review of the development module from Fundamentals of Georgia PMP
- **Orienting the New Employee (Georgia Merit System)**  
Managers and supervisors will learn how to plan and execute the orientation of a new employee. Specific tasks will be described and a time frame for their execution will be suggested. Aids for the manager in the form of delegation, computer assistance and documentation will be explored and explained. This course can be delivered by GSAMS
- **Fundamentals of the Georgia Performance Management Process (Georgia Merit System)**  
This course addresses the fundamentals of the Georgia Performance Management Process. The focus of the course is one-on-one, manager-employee performance management: performance planning, coaching, developing, and evaluating performance. The course provides tools and techniques for developing and communicating performance expectations, giving performance feedback, conducting performance meetings, evaluating the employee's performance, and more. The process and forms that are used in the Georgia Performance Management Process are also addressed.

- **Supervising in a Challenging Environment (Georgia Merit System)**  
This course provides the basic management competencies needed by managers and supervisors in Georgia state government. Participants will learn communication fundamentals, how to develop employees, how to build commitments and how to build teamwork.
- **Train-the-Trainer, Fundamentals of the Georgia Performance Management Process (Georgia Merit System)**  
This course is designed to help the trainer-candidates prepare for and facilitate the delivery of the two-day Fundamentals of the Georgia Performance Management Process. The candidates receive an explanation of the training strategies and content of the course. Each participant also presents a segment of the training course. Candidates who meet the certification requirements are awarded the PMPT Instructor Designation. Successfully completing the Georgia Performance Management Process Training course or Fundamentals of the Georgia Performance Management Process course is a prerequisite.
- **Train-the-Trainer, Georgia Performance Management Process Enhancement Courses (Georgia Merit System).**  
This course is designed to help the trainer-candidates prepare for and facilitate the delivery of the three enhancement courses for the Georgia Performance Management Process. The courses are How to Develop Employee, Coaching for High Performance, and How to Write Measurable Performance Expectations. The candidates receive an explanation of the training strategies and content of the courses.

## Additional Resources

### Books

- **Coaching for Performance: Growing People, Performance and Purpose** by J. Whitmore (Nicholas Brealey, 2002). This is a definitive guide to mastering the skills needed to help people unlock their potential and maximize their performance.
- **Coaching, Mentoring, and Managing: Breakthrough Strategies to Solve Performance Problems and Build Winning Teams** by M. Holiday (Career Press, 2001). Offers hundreds of practical, easy to learn techniques every manager can use to coach employees to become more productive, positive, inspired and effective. Shows managers how to tap into the hidden strength and talents of their employees.
- **Beyond the Learning Organization: Creating a Culture of Continuous Growth and Development Through State-Of-The-Art Human Resource Practices** by J. W. Gilley & A. Maycunich (Perseus Publishing, 2000). Reveals how state-of-the-art HR practices can create a culture of continuous growth and development.
- **The Mentor's Guide: Facilitating Effective Learning Relationships** by L. J. Zachary (Jossey-Bass, 2000). The Mentor's Guide explores the critical process of mentoring and presents practical tools for facilitating the experience from beginning to end. Mentoring is conceptualized as a relationship of adult learning.

- New Directions for Adult and Continuing Education, The Power and Potential of Collaborative Learning Partnerships by I. M. Saltiel, A. Sgroi & R. G. Brockett (Jossey-Bass, 1999). Using a range of theoretical frameworks, the contributors identify the factors that make for strong collaborative relationships, and they reveal how these partnerships actually help learners generate knowledge and insights that goes well beyond what each brings to the learning situation.

## Media

- Whale Done! A New Release! In this inspiring training program, Ken Blanchard and top Sea World trainers Thad Lacinak and Chuck Tompkins teach viewers a technique that actually increases employee effectiveness at work. Employee University, 1-888.215.8532.
- How Do You Put a Giraffe Into a Refrigerator? If your goal is to get everyone to contribute, this quick and quirky video is the way to achieve it. Employee University, 1-888.215.8532.

# Human Resource Management

The effective distribution of employee assignments with respect to ability and overall goals. Management of influences which effect performance and motivation.



## Suggested Activities for Development

- Identify someone in your organization who delegates responsibility well and meet with her/him or shadow the person for a day.
- Schedule feedback sessions with employees after they complete a major assignment. Discuss what went well and what did not go well.
- Hold weekly team meetings to clarify work unit deliverables and priorities.
- Ask employees what you can do to improve the way you delegate tasks. Listen to their suggestions and integrate them into your style of delegation.
- Develop a tracking system to ensure achievement of work unit or departmental goals.
- Over the course of a week, keep track of the tasks you work on and the issues you get involved in. At the end of the week, your list should be representative of the things you typically work on. On that list, put a checkmark next to the items that could easily be done by someone else on your team. Then, put a star next to the items that could be handled by someone after they have been trained in a specific way. Make a goal of delegating your checkmarks within a month and all of your stars within six months.
- Contact other colleagues in the organization to learn more about what they do. Invite them to participate in projects in your work unit.
- Have your employees participate in a 360 assessment. Discuss results with employees.
- Ask for or delegate some meaningful “stretch assignments” that are different from what you are used to. Encourage independent behavior to perform beyond expectations.

## Recommended Courses

- Building Commitment (Georgia Merit System)  
This course is designed to help managers and supervisors take the appropriate steps to build commitment in their organizations. Participants will learn when to reach a decision independently, solicit employee participation, or delegate.

- **Developing People (Georgia Merit System)**  
Bringing out the best in employees is a powerful and meaningful way to achieve organizational goals and create an environment where people feel valued, motivated and challenged. This one-day program focuses on a model for identifying, discussing and pursuing performance and development opportunities that produce "win-win" agreements and results for managers and employees. During this interactive workshop participants will identify their personal development style and assess their impact on the development of employees.
- **Implementing Change in the Workplace (Georgia Merit System)**  
This course provides a basic and yet comprehensive set of tools that managers, supervisors, team leaders, or project leaders may use to avoid crisis management. During the course, project management concepts, techniques, methods, tools, and worksheets are explained in understandable terms. Participants will learn how to define projects, staff projects, charter projects, and manage projects.
- **Legal Issues for Supervisors (Georgia Merit System)**  
This course focuses on how to recognize and avoid the common supervisory mistakes that often lead to legal action against organizations. The course also identifies strategies and practices that will help supervisors avoid employment-related claims. The common mistakes include: failure to document; failure to train; failure to keep evidence; grade or rating inflation; failure to consult Human Resources; inappropriate electronic messages; inconsistent treatment; inappropriate talk about ex-employees.
- **Maximizing the Potential of Your Employees (Georgia Merit System)**  
Employees need workplace conditions that support their growth and development. An outcome of such support is increased productivity--people become excited about opportunities and a successful organization. Supervisors and managers have two options. They may limit and frustrate their employee or they can support and empower employees. This course suggests strategies that help managers and supervisors unleash the full potential of their employees.
- **Orienting the New Employee (Georgia Merit System)**  
Managers and supervisors will learn how to plan and execute the orientation of a new employee. Specific tasks will be described and a time frame for their execution will be suggested. Aids for the manager in the form of delegation, computer assistance and documentation will be explored and explained. This course can be delivered by GSAMS
- **The Seven Habits of Highly Effective People (Georgia Merit System)**  
The course presents the notions of Stephen R. Covey's best seller -- "The Seven Habits of Highly Effective People." The focus examines the concepts of being proactive; beginning with the end in mind; putting first things first; thinking win/win; seeking first to understand then be understood; synergizing; and sharpening the saw.
- **Time Challenges - Time Solutions (Georgia Merit System)**  
People never seem to have enough time. Time is a resource, but a very different type of resource than people are used to working with. They tend to try to save it, like money, when the emphasis should be totally different. This workshop focuses on what robs us of our time and provides tips and techniques for using our time more efficiently.

## Additional Resources

### Books

- Making Delegation Happen: A Simple and Effective Guide to Implementing Successful Delegation (Making it Happen series) by R. Burns (Business & Professional Publishing, 2002). The strategies and practical tools outlined in this resource demonstrate how managers and team leaders can break the cycle of business and complete projects more effectively and efficiently.
- Managing Projects in Organizations: How to Make the Best Use of Time, Techniques, and People by J. D. Frame (Jossey-Bass, 1995). A readable, accessible presentation of project management principles.
- The Control Theory Manager by W. Glasser (Harper Business, 1994). Details a revolutionary management approach that enables companies to achieve maximum quality and efficiency and successfully compete in the global marketplace.
- Don't Do. Delegate! by J. M. Jenks & J. M. Kelly (Franklin Watts, 1985). It will give you the power to manage your job and keep your job from managing you.
- The One-Minute Manager by K. H. Blanchard & M. D. Johnson (Berkley Pub Group, 1983). Areas covered include goal-setting, motivating, training, praising and even reprimanding employees.

### Media

- Flight of the Buffalo Training Video. Soaring to Excellence: Learning to Let Employees Lead. Employee University, 1-888.215.8532.
- After All You're the Supervisor. After All, You're the Supervisor! Holds the key to effective supervision, teaching the nine components of supervisory success. Employee University, 1-888.215.8532.

## Self Management

The extent to which one plans, prioritizes, sets goals, establishes standards, coordinates tasks, shows concern for deadlines, and tracks progress with respect to personal performance.



### Suggested Activities for Development

- Take some time out each Friday to prioritize your tasks for the upcoming week. Group tasks into one of three categories: Critical, Important, and Nice to Do. Determine the consequences involved if each task is not completed and the benefits if it is.
- Review your weekly schedule with your manager to ensure that you both have an understanding of both your medium and long-term priorities. Discuss those factors that you have no control over that are taking up your time. Share your ideas to address these factors with your manager.
- If you are a manager, make a list of all of the tasks that must be completed. Determine which tasks can be delegated and delegate as appropriate.
- Over the course of a week, create a log of activities that you expect to complete and the length of time you expect to spend on each task. Keep another log of the activities you engage in and the amount of time you spend on each task. Compare the two logs. Determine if you are underestimating the time it takes to complete various tasks or if there are any obstacles that are keeping you from completing your tasks. Identify what you can do differently.
- Identify someone who is successful at prioritizing and managing multiple tasks. Observe them for several hours and model how she or he prioritizes and manages multiple tasks.
- Over the course of a week or a month, keep a log of all of the tasks that must be completed. Ask someone who is successful at prioritizing and managing multiple projects to review your log and provide suggestions and recommendations.
- Identify a process in your workgroup that could be more efficient. Develop a plan to make the process more effective. Implement your plan. Solicit feedback from team members about the effectiveness of the new process.
- Discuss your schedule with colleagues who are engaged in similar work activities to determine if they are having similar difficulties in completing tasks. Brainstorm with colleagues about ways to overcome the difficulties. Determine which factors you have control over and which ones you do not. Get input from colleagues to develop an action plan to overcome difficulties.

- Next time an assignment is received, evaluate the goal of the assignment. Devise a plan to exceed the goal above and beyond what is expected. Implement your plan.
- Volunteer to serve on a task force engaged in solving an organizational problem.
- Express an interest in taking on a broader range of job responsibilities. Determine the type of skills you would like to learn. Identify the actions you will need to take to learn these skills. Create an action plan with your manager, which includes the establishment of timelines. Monitor your progress toward completing your goals.
- Identify an initiative that was not successful. Determine what happened and establish a plan to ensure that the initiative is a success. Evaluate the effectiveness of your plan. Modify plan as appropriate.
- Identify a project that you are currently involved in. Identify all of the tasks involved in completing the project and the challenges associated with each task. Determine if the challenges are high or low risk. Prepare alternatives and discuss the risk associated with each alternative with your manager.
- Review current processes for quality, effectiveness, and efficiency. Establish a task force to improve productivity and quality. Encourage the team to establish alternatives for improving processes of strategic importance.
- Use a project management tool (e.g., Microsoft Project) to manage future projects.

## Recommended Courses

- **How to Manage Projects: Being in Charge from Beginning to End (Georgia Merit System)**  
This course provides a basic and yet comprehensive set of tools that managers, supervisors, team leaders, or project leaders may use to avoid crisis management. During the course, project management concepts, techniques, methods, tools, and worksheets are explained in understandable terms. Participants will learn how to define projects, staff projects, charter projects, and manage projects.
- **Legal Issues for Supervisors (Georgia Merit System)**  
This course focuses on how to recognize and avoid the common supervisory mistakes that often lead to legal action against organizations. The course also identifies strategies and practices that will help supervisors avoid employment-related claims. The common mistakes include: failure to document; failure to train; failure to keep evidence; grade or rating inflation; failure to consult Human Resources; inappropriate electronic messages; inconsistent treatment; inappropriate talk about ex-employees.



- **Stress: How to Recognize and Control It (Georgia Merit System)**  
Stress--whether the source is on the job, off the job, or a combination of both--can impact an employee's ability to perform at his or her best. This course is designed to help participants gain a broader understanding of stress--its causes, its symptoms, its relation to burnout, and ways to cope with and manage it. This course will provide participants with a variety of techniques to develop an individualized strategy for reducing stress.
- **Time Challenges - Time Solutions (Georgia Merit System)**  
People never seem to have enough time. Time is a resource, but a very different type of resource than people are used to working with. They tend to try to save it, like money, when the emphasis should be totally different. This workshop focuses on what robs us of our time and provides tips and techniques for using our time more efficiently.
- **Time Management for Secretaries (Georgia Merit System)**  
Multiple tasks and responsibilities are the reality in today's workplace. Secretaries and their managers must work as a team to respond to the various demands in organizations. This course provides time management tools to help secretaries work as partners with managers to increase productivity and decrease stress on the secretary and the manager.
- **Time Management Skills (On-line training course), FreeSkills.com**  
To enable readers to make the most productive use of their days through the use of simple control tools. Anyone needing to manage their time and work patterns better in order to be more productive during their working hours.

## Additional Resources

### Books

- **Getting Things Done: The Art of Stress-Free Productivity** by David Allen (Penguin USA, 2003). Yes, Getting Things Done offers a complete system for downloading all those free-floating gotta-do's clogging your brain into a sophisticated framework of files and action lists--all purportedly to free your mind to focus on whatever you're working on.
- **Managing Multiple Projects** by M. Tobis & I. Tobis (McGraw-Hill Companies, 2002). Managing Multiple Projects draws on skills from time management, task completion, organizational psychology, and more to provide a proven system for easily managing concurrent projects, and guiding each to its successful completion. This book provides hands-on techniques you can use to develop a reliable, repeatable system for addressing competing demands, work with others to effectively allocate workloads, handle the emotional demands—both for yourself and others—of project overload.
- **The Procrastinator's Handbook: Mastering the Art of Doing It Now** by R. Emmett (Walker & Company, 2000). This book provides proven tips and techniques for identifying how and why you put things off, motivating yourself to begin and finish unpleasant tasks, and organizing your time and efforts to achieve your goals.

- **Eat That Frog! 21 Great Ways to Stop Procrastinating and Get More Done in Less Time**, by B. Tracy (Berrett-Koehler, 2001). This accessible book contains a series of practical, proven, effective techniques that every person can use to focus on their most important tasks, stop procrastinating and get more things done faster than ever before. **Eat That Frog!** will help you to plan and organize your day, set priorities, overcome procrastination and get more things done in less time.
- **Time Management from the Inside Out: The Foolproof System for Taking Control of Your Schedule and Your Life**, J. Morgenstern (Henry Holt, 2000). This book contains three main strategies to whip a living space or office into shape: "analyze, strategize, attack. It shows readers how to get rid of chaotic schedules in order to live more comfortable and productive lives.
- **Seven Habits Of Highly Effective People**, S. Covey (Simon & Schuster, 1990). Before you can adopt the seven habits, you'll need to accomplish what Covey calls a "paradigm shift"--a change in perception and interpretation of how the world works. Covey takes you through this change, which affects how you perceive and act regarding productivity, time management, positive thinking, developing your "proactive muscles" (acting with initiative rather than reacting), and much more.
- **First Things First: To Live, to Love, to Learn, to Leave a Legacy** by S. R. Covey, A. R. Merrill & R. R. Merrill (Fireside, 1996). **First Things First** shows you how to look at your use of time totally differently. Using this book will help you create balance between your personal and professional responsibilities by putting first things first and acting on them. Covey teaches an organizing process that helps you categorize tasks so you focus on what is important, not merely what is urgent.

## CONSCIENTIOUSNESS

Level of concern for own effort and conformity with the rules and policies of an organization. Tendency to follow set procedures and rules. Refers to effort an employee will display during a particular task. Also implies that an individual will work without being monitored.



### Suggested Activities for Development

- Talk to people in senior positions about their roles and what it takes to be successful.
- At the end of each week take some time to review the progress on your goals and objectives.
- Request feedback about your performance from your manager, colleagues, customers and team members. Look for common themes. From this feedback, identify one skill/ability to work on. Develop a plan to improve in that area and implement it. Remember to schedule regular performance reviews.
- Initiate a discussion with your manager on how you can contribute to the organization reaching its goals and objectives.
- Compare your success rate with your peers. Who is most successful and what are they doing? Incorporate their methods into your work habits and monitor your success.
- Volunteer to participate in a challenging project. After you have completed the project, write down what you learned and how can you use it.
- Identify 3 to 5 important quality measures for your own work. Use them to identify the area which is in greatest need and develop an action plan to improve quality in this area over the next 3 months
- Each month review what you have achieved relative to your goals. Take into account changing priorities. List any obstacles that are getting in the way of achieving your objectives and identify strategies for overcoming the obstacles.
- Create a task force to come up with new ways of increasing productivity and quality in your work unit.
- Take time to debrief after completing a project. Identify what went well and what did not. Devise a plan to improve upon process.
- Schedule a planning session with your management team to develop challenging goals in key success areas, and develop a plan to realize the goals.

- Analyze the effectiveness of your organization to determine if the structure and processes facilitate or hinder getting work done. Implement strategies to improve effectiveness.

## Additional Resources

### Books

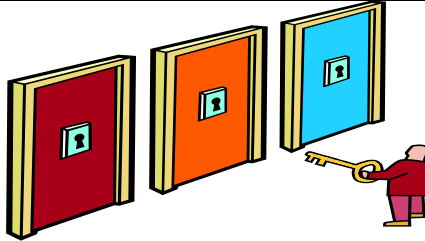
- Please Don't Just Do What I Tell You, Do What Needs To Be Done: Every Employee's Guide To Making Work More Rewarding by B. Nelson (Hyperion, 2001). Basic point is one of empowerment: think bigger, figure out "what needs to be done" beyond the confines of your job description and do it. The book explains how to take the initiative and make one's job better or one's customers happier.
- Never Wrestle with a Pig and Ninety Other Ideas to Build Your Business and Career by M. H. McCormack (Penguin Putnam, 2002). Brief chapters that range in topic from getting ahead to staying competitive. Doing business in today's climate still involves the same basic elements of human interaction-intelligence, creativity, and efficiency-that have always meant the difference between success and failure.
- Stewardship: Choosing Service over Self-Interest by P. Block (Berrett-Koehler, 1996). Goes beyond the spirit of empowerment to discuss the benefits of companies that offer equity and partnership for its employees at all levels, discussing what stewardship means, management accountability, quality control, and human resources.
- Transforming Work: The Five Keys to Achieving Trust, Commitment, & Passion in the Workplace by P. E. Boverie, M. Kroth & P. Boverie (Perseus Publishing, 2001). Unlocks the essentials to talent retention and shows leaders how to build a culture of growth and development. An excellent resource that teaches you how to bring your passionate self to work.
- The Power Of Six Sigma: An Inspiring Tale Of How Six Sigma Is Transforming The Way We Work by S. Chowdhury (Dearborn Trade Publishing, 2001). Six Sigma is a business initiative used to reduce cycle time, eliminate product defects, and dramatically increase customer involvement and satisfaction. Works with employee involvement and commitment.

### Media

- EMPLOYEE 101. Best Seller! A Must See! Covers appearance, Punctuality, Asking Questions, Respect, and More! Employee University, 1-888.215.8532.
- Character is Destiny. The key message of the program is that: Thoughts become acts; Acts develop into habits; Habits define character; and Character shapes your destiny. Employee University, 1-888.215.8532.

# DECISIVENESS

Degree to which an individual successfully determines, follows and persists with a course of action. Requires the consideration of multiple options.



## Suggested Activities for Development

- Over a two or three week period, keep a journal of all of the decisions you made and how long it took to make each decision. Analyze journal entries to gain insight into any obstacles that may have impeded decision-making. Work to overcome obstacles. Monitor progress in this area.
- Identify a problem in your work unit. Volunteer to facilitate a group meeting to address the issue.
- Seek a mentor to help you in this area.
- Participate on a selection interview panel.
- Volunteer to take on a leadership role in a professional or community organization.
- Ask for feedback from your manager, colleagues, and/or employees regarding your decision-making skills. Devise a plan to work on problem areas.
- Upon facing a situation that needs immediate attention, recognize similarities from past dilemmas to help make the appropriate decision with ease.
- Read about companies that were facing major issues (market change, bankruptcy, etc.) and the decisions their senior management made. Try to understand the reasons behind the decisions that were made.
- Make a SWOT (strengths, weaknesses, opportunities, threats) analysis when facing a dilemma to make the proper decision.

## Recommended Courses

- Building Commitment (Georgia Merit System)  
This course is designed to help managers and supervisors take the appropriate steps to build commitment in their organizations. Participants will learn when to reach a decision independently, solicit employee participation, or delegate.

- **Ethical Considerations for Government Managers (Georgia Merit System)**  
All management decisions are potentially ethical problems. When others protest that decisions and/or procedures are "not fair," supervisors are often left with a dilemma: how to find a solution to the problem while preserving relationships among all stakeholders. Techniques for decision making that take the viewpoints of all stakeholders into consideration provide a framework of support for the decision after it is made.

## Additional Resources

### Books

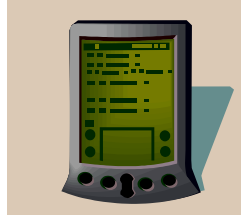
- **Smart Choices: A Practical Guide to Making Better Life Decisions** by J. S. Hammond, R. L. Keeney & H. Raiffa (Broadway Books, 2002). Smart Choices outlines eight elements involved in making the right decision, from identifying exactly what the decision is and specifying your objectives to considering risk tolerance and looking at how what you decide on today influences what you may decide in the future.
- **Winning Decisions: Getting It Right the First Time** by J. E. Russo, P. J. H. Shoemaker & M. Hittleman (Doubleday, 2001). In *Winning Decisions*, they lay out a four-step process that constitutes "a broad, conceptual framework" applicable in virtually any situation where a decision is needed.
- **The Managerial Decision-Making Process** by E. F. Harrison (Houghton Mifflin, 1999). This book details the human considerations we bring to the decision making process. Collection of theory, philosophy, and case examples center on the difficult task of decision making.
- **Sources of Power: How People Make Decisions** by G. Klein (MIT Press, 1999). "Sources of Power" is based on observations of humans acting under such real-life constraints as time pressure, high stakes, personal responsibility, and shifting conditions. The book presents an overview of the research approach of naturalistic decision-making and discusses the strengths people bring to difficult tasks.
- **The Thinker's Toolkit: Fourteen Powerful Techniques for Problem Solving** by M. D. Jones (Times Books, 1998). *The Thinker's Toolkit* shows how anyone in business can start making better decisions--with immediate benefits to the bottom line.

### Video

- **Think or Sink.** Demonstrates the negative results of dominant leadership, and spells out effective rules for a positive decision-making process. Employee University, 1-888.215.8532.

## APPLIES TECHNOLOGY TO TASKS

The use of technology in the performance of one's job. Includes the integration and acceptance of new technology.



### Suggested Activities for Development

- Periodically select technology that you do not normally use and learn to use it by reading the instructions and practicing.
- Take a computer software course and apply what you have learned on the job.
- Ask someone who is proficient in a technology that is unfamiliar to you to teach you the basics.
- Devise a "how to" manual for available technologies.
- Volunteer to be involved in projects that require the use of technology you do not routinely use.
- Identify a process that would benefit from the use of technology. Research various technologies. Write a report, which outlines the costs/benefits associated with each and include any recommendations.
- Make a list of future projects. Determine the type of technologies that might be helpful and research available programs. Establish a business case for recommended programs.
- Meet with customers to discuss their needs. Identify ways in which technology can be used to provide new services or enhance the quality of current services. Devise an implementation plan and share your ideas with your manager.
- Meet with someone from each area within your organization to discuss how technology can be applied to projects.
- Meet with people from different functional areas to determine the type of information that is gathered. Look for redundancies in the type of information gathered across areas and devise a technology system that enhances information sharing.
- Keep a log of technology-related questions and concerns within your organization. Look for patterns in the information you have collected. Devise a plan to address problem areas.
- Teach computer software courses.

- Identify current and potential knowledge management issues within your organization. Where appropriate, devise a technology system that addresses these issues.

## Recommended Courses

- Microsoft Word - Introduction, Intermediate, Advanced (Georgia Merit System)
- Microsoft Excel - Introduction, Intermediate, Advanced (Georgia Merit System)
- Microsoft Access - Introduction, Intermediate, Advanced (Georgia Merit System)
- Basic Computing: A Beginning User's Guide CD ROM  
This course provides conceptual learning of essential information that most courses gloss right over. At the conclusion, you'll have a solid foundation of computing principles and be prepared to utilize your computer with confidence, 1-888-831-help.
- Understanding the Internet: Fundamental Users Guide. Explains what the Internet really is, how it works, and how you can best use this tool, 1-888-831-HELP.

## Additional Resources

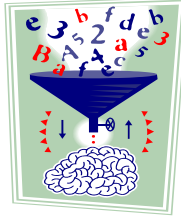
### Books

- Persuasive Technology: Using Computers to Change What We Think and Do by B. J. Fogg (Morgan Kaufman, 2002). Technology designers, marketers, researchers, consumers-anyone who wants to leverage or simply understand the persuasive power of interactive technology-will appreciate the compelling insights and illuminating examples found inside.
- Using Information Technology: A Practical Introduction to Computers Communications by B. K. Williams, S. Sawyer & B. Williams (McGraw-Hill/Irwin, 2002). Covers the fundamental computing concepts that are part of the digital age, including software, hardware, data, people, and procedures. The text centers on educating today's technology consumer, using themes of ethics, the Internet, and communications to demonstrate.
- Beyond Performance: What Employees Really Need to Know to Climb the Success Ladder by R. D. Nolen (New Perspectives, 1999). Most employees work very hard and produce good results; however, if they can't communicate their progress to others successfully, these people may never enjoy positive recognition. This has become increasingly more important as technical skills have gained value over interpersonal skills.
- How to Be a Star at Work: Nine Breakthrough Strategies You Need to Succeed by R. E. Kelley (Times Books, 1998). Describes these tactics--which he dubs initiative, networking, self-management, perspective, follower ship, leadership, teamwork, organizational savvy, and show-and-tell--and explains how to incorporate them into real-life work situations.



# Collecting and Organizing Information

Manner by which an individual addresses and handles the flow of information. Ability to identify, systematically collect, and organize information for use by self or others in an organization. Information may be new or updated procedures and policies, business contacts, etc.



## Suggested Activities for Development

- Participate in or create a discussion groups to discuss topics in your field.
- Take a Microsoft Access class to learn how to create or maintain a customer database.
- Take a Microsoft Outlook class to learn how to organize emails, schedules, and contact information.
- Volunteer to update an outdated database on a regularly basis.
- Establish an electronic system for storing great websites and/or articles in your field. Organize information in a format so that it is easily accessible to colleagues.
- Create a system for organizing electronic files in your organization or work unit.
- Establish a method for identifying customer needs and/or problems. Analyze information and present findings to others.
- Identify a persistent problem in the organization that involves information sharing. Create a system to collect, store, and retrieve information. Establish a plan for maintaining and/or updating the information collected.
- Volunteer to take on a project where you must plan and manage the flow of information.

## Recommended Courses

- **Setting Up and Maintaining Office Files** (Georgia Merit System)  
Rapid filing and retrieval of paper and electronic information is essential for a successful office. Anyone who has to find or file information or who manages someone with records responsibility will benefit from this course.
- **Managing Workplace Information**  
Frontline managers are important creators and managers of information. Their ability in identifying, acquiring, analyzing and using appropriate information plays a significant part in the efficiency and effectiveness of the

individual's/team's/organization's performance. This unit provides skills in preparing and managing documents such as proposals, procedures and department budgets. Preparation of proposals, business planning and budgeting, computing and management information systems, document control systems, and knowledge management.

## Additional Resources

### Books

- Find It Online: The Complete Guide to Online Research by A. M. Schien, P. Weber & M. Sandkey (BRB Publications, Inc., 2002). In addition to citing specific Web sites as sources of information on particular topics, journalist and trainer Schein presents much background material on the geography of the Web, search strategies, managing and filtering information, evaluating accuracy and authority, privacy, and other matters.
- Working Knowledge by T. H. Davenport & L. Prusak (Harvard Business School Publishing, 2002). Describes the basics of the current knowledge movement in the organizational world. Drawing on the examples of over thirty firms, the authors explain what knowledge in an organization is, how managers can analyze and measure it, and what is the proper way to utilize it for greater efficiency. They categorize knowledge work into the four categories of accessing, generating, embedding, and transferring, and then discuss the skills and processes needed for successful organizational implementation.
- Extreme Searcher's Guide to Web Search Engines: A Handbook for the Serious Searcher by R. Hock (Information Today Inc., 2001) Covering all the major search engines as well as several of the newest and most exciting search tools, this revised edition reveals their inner mechanics and architecture and reveals their often-overlooked special features. Designed to get immediate results to the user, this guide offers techniques for effective Web search using such search engines and directories as AltaVista, Excite, HotBot, Profusion, Infoseek, Lycos, WebCrawler, Google, MetaCrawler, Dogpile, and more. What to realistically expect from each search engine is discussed, and instructions for assembling queries and using search engine add-ons are also included.
- The Invisible Web: Uncovering Information Sources Search Engines Can't See by C. Sherman & G. Price (Information Today Inc., 2001), Much of the Web remains opaque to search engines (hence the term "Invisible Web"). Sherman and Price have written this detailed guide for computer literates who wish to improve their Web navigation and novices who wish to learn how the Internet works and become an accomplished searcher, as well as less ambitious readers who will love the long selection of sites with a complete description and the address spelled out.
- Organizing Knowledge: An Introduction to Managing Access to Information by J. E. Rowley & J. Farrow (Ashgate Publishing Company, 2000).

- **Managing and Using Information Systems: A Strategic Approach** by K. E. Pearlson, (John Wiley & Sons, 2000). This book arms non-technical managers with the insights and information they need to become knowledgeable participants in their companies' information system resources decision-making. Readers also learn proven strategies for integrating IT with business strategies to create competitive advantages for their organizations.
- **If Only We Knew What We Know: The Transfer of Internal Knowledge and Best Practice** by C. O'Dell & Grayson (Simon & Schuster Adult Publishing Group, 1998). C. O'Dell and J. Grayson explain for the first time how applying the ideas of Knowledge Management can help employers identify their own internal best practices and share this intellectual capital throughout their organizations. Knowledge Management (KM) is a conscious strategy of getting the right information to the right people at the right time so they can take action and create value. Basing KM on three major studies of best practices at one hundred companies, the authors demonstrate how managers can utilize a visual process model to actually transfer best practices from one business unit of the organization to another.

## Website

**Overview of Basic Methods to Collect Information**  
<http://www.mapnp.org/library/research/overview.htm>

## Reasoning

Ability to breakdown complex items or problems into their component parts. Analyzes and uses information in order to gain understanding or solve problems. Uses information to gain insight into time sequences, causality, varying contingencies, etc.



### Suggested Activities for Development

- Play card and/or board games that will enhance your thinking skills (e.g., Mastermind, chess, etc.).
- Volunteer to facilitate meetings. Structure meetings that have a clear agenda. Make sure that items on the agenda are presented in logical order.
- Identify a problem in your organization where past solutions failed. Reflect back on the reasons for selecting the solution and identify any assumptions that had been made. Re-examine the problem by breaking it down into pieces and examining each separately. Devise a solution that gets at the root of problem. Take into consideration reasons why this solution will work when others failed.
- Over the next several weeks write down any customer problems that were unexpected. Determine the costs to your organization if these problems are not solved. Identify the root cause(s) of the problems and note any commonalities. Share your findings with others in your organization.
- Identify a pertinent problem in your organization. Share the problem with a group, brainstorm about factors that may be causing the problem, then identify the causes of the causes until you get to the root of the problem.
- When determining a solution to a problem, reflect back on a situation where you successfully solved a similar problem. Outline the process that was used and apply it to your current situation.
- Identify someone who is successful at solving problems and ask if there is a problem that you can think through to enhance your problem solving skills. Discuss the problem with the person. Look for causal relationships. Develop a response to the problem, then compare your response to the other person's response. Discuss similarities and differences in your responses.
- When faced with a new or difficult problem, create a diagram, which depicts the chain of events that led up to the problem. Examine each event with team members and establish a plan to prevent each event from recurring.
- Analyze the results of a survey (e.g., market, customer and/or employee satisfaction, exit, etc.). Identify patterns and relationships among the information gathered. Consider the implications and share your findings with others.

- Identify the various types of information that your organization collects and stores. Use data mining techniques to uncover unsuspected links and/or patterns among various factors. Consider the implications for decision making within your organization. Discuss your insights with others.
- Establish a forecasting model that will predict the amount of resources (money, people, technology, material/supplies) that will be needed at any given time to achieve your organization's goals and objectives. Evaluate the model and modify as needed.

## Course

- **Reason! Able Software** <http://www.goreason.com/>  
This program helps you organize your thoughts, produce better reasoning, show strengths and weakness in arguments, build general skills, and teach the theory of reasoning and argument.

## Additional Resources

### Books

- Arco GRE/LSAT Logic Workbook 2000 Edition, by M. A. Stewart. The first of its kind, this step-by-step guide utilizes targeted, intensive practice for the tricky Analytical Reasoning/Logic Games questions. It features in-depth practice with every type of analytical reasoning question, detailed explanations for all questions, and questions that build from easy to challenging.
- The Art of Reasoning: Readings for Logical Analysis by S. Stephen, R.C. Hicks & D. Kelley (W. W. Norton & Company, 1998). Selections allow readers to practice their logic skills on real-world arguments. This edition includes eleven new essays on topics such as the O.J. Simpson verdict, government funding for the National Endowment of the Arts, scientific method and the cure for "childbed fever," the constitutionality of capital punishment, and evolutionary theory.
- Challenging Critical Thinking Puzzles by M. DiSpezio (Sterling Publications, 1998). Readers can see how "in shape" their minds are with some of the most challenging critical thinking questions they'll ever encounter. This book has them finishing layouts, doing tricky calculations, and solving the complex mysteries of visual design. 20 illustrations.
- Great Critical Thinking Puzzles by M. DiSpezio (Sterling Publications, 1997). Eighty puzzles. The answers are easy! But getting there is the hard part. Uncover connections and identify hidden relationships until suddenly the answers are appearing as if by magic. Solve situations on the moon, around an insect-eating plant and gold-record racing through space in the Voyager spacecraft.
- Brain Power: Learn to Improve Your Thinking Skills by K. Albrecht (Simon & Schuster, 1992).  
This book introduces the six functional thinking abilities you need to become an adaptive, innovative thinker. As you develop your ability to think on your feet, to

isolate and arrange facts, and to avoid logical pitfalls you will see how to use creative problem solving strategies, both in business and in private life.

- **Reasoning Skills Success** by Elizabeth Chelsa (Learning Express, 1988). In 20 Minutes a day will help the reader learn and master the basics, such as problem solving strategies, logic skills, thinking vs. knowing, inductive reasoning, and analyzing facts. This book shows the reader specific techniques for thinking clearly and logically in an easy 20-step program.

## Magazines

- **Dell Logic Puzzles**, Magazine City Subscription. This magazine will help you sharpen your skills of deductive reasoning with a magazine devoted entirely to logic lovers. Each issue offers a wide selection of puzzles for varied skill levels.
- **Dell Math Puzzles and Logic Problems**, Magazine City Subscription. This magazine features a variety of puzzles and problems to challenge and stimulate.

## Journal

- **Thinking & Reasoning**, Taylor & Francis Group, Press Psychology  
This is an international journal dedicated to the understanding of human thought processes, with particular emphasis on studies on reasoning. While the primary focus is on psychological studies of thinking, contributions are welcome from philosophers, artificial intelligence researchers and other cognitive scientists whose work bears upon the central concerns of the journal. Topics published in the journal include studies of deductive reasoning, inductive reasoning, problem solving, decision making, probability judgment, conceptual thinking and the influence of language and culture on thought.

## Websites

- Critical Thinking Consortium <http://www.criticalthinking.org>
- Articles on Critical Thinking <http://www.indiana.edu/~wts/cwp/lib/thkgbib.html>
- Critical Thinking Organizations and Centers  
<http://www.usd.edu/~dbrenner/thinking1n.html>
- Critical Thinking on the Web  
<http://www.philosophy.unimelb.edu.au/reason/critical/>
- The Logic Problems Page [www.geocities.com/Heartland/Plains/4484/logic.htm](http://www.geocities.com/Heartland/Plains/4484/logic.htm)

## Planning and Evaluation

The concurrent management of projects, time, self, and other resources; including prioritizing, planning, goal setting, and coordinating with respect to goals and objectives. Ability to create and follow a set path in order to achieve a goal. Ability to determine the effectiveness of a given plan.



### Suggested Activities for Development

- Identify one or two people within your organization who have excellent planning skills. Work to improve your relationship with them. Discuss how they have handled various work situations. Apply what you learn to similar situations.
- Volunteer to facilitate a team or customer meeting. Create an agenda that presents meeting topics in a logical manner.
- For upcoming projects, identify the tasks involved and the type and amount of resources needed to complete each task. Devise a plan to ensure that you have the necessary resources.
- Take some time out each Friday to prioritize your tasks for the upcoming week. Group task into one of three categories: Critical, Important, and Nice to Do. Determine the consequences involve if the task is not complete and the benefits if the tasks are completed.
- Review your weekly schedule with your manager to ensure that you both have an understanding of both your medium and long-term priorities. Discuss those factors that you have no control over that are taking up your time. Share your ideas to address these factors with your manager.
- Devise a tracking process for monitoring your own progress and/or the progress of others against deadlines and standards that have been established. Prepare interim progress reports and schedule regular update meetings to provide feedback regarding your progress against deadlines.
- Discuss taking on a wider range of job responsibilities with your supervisor. Take in account the skills and knowledge needed for the job. Create a written action plan with forecasted timelines to acquire the skills and knowledge needed.
- Volunteer to serve on a planning committee for an organizational event.
- Ask your manger to involve you in an assignment concerning a timely organizational or departmental problem. When the opportunity comes become involved in planning for the solution.
- Lead a project team.

- Seek feedback from your manager and/or colleagues regarding your planning skills on a current project. Work to strengthen your skills in problem areas.
- Develop a formal implementation plan for a new product or service. Present your ideas to senior management.
- Volunteer to serve on your organization's strategic, information technology, and/or workforce planning team.
- Develop a forecasting model or use forecasting software to determine future staffing, budget, and/or technology needs.
- Identify a pertinent problem within the organization. Determine the cause of the problem. Brainstorm about possible solutions. Conduct a cost/benefit analysis to determine the best plan of action.

## Recommended Courses

- **Conducting Effective Meetings (Georgia Merit System)**  
The purpose of the course is to help managers, supervisors and other employees conduct meetings that use their group's time, energies, and creativity effectively.
- **How to Manage Projects: Being in Charge from Beginning to End (Georgia Merit System)**  
This course provides a basic and yet comprehensive set of tools that managers, supervisors, team leaders, or project leaders may use to avoid crisis management. During the course, project management concepts, techniques, methods, tools, and worksheets are explained in understandable terms. Participants will learn how to define projects, staff projects, charter projects, and manage projects.
- **Implementing Change in the Workplace (Georgia Merit System)**  
This course provides a basic and yet comprehensive set of tools that managers, supervisors, team leaders, or project leaders may use to avoid crisis management. During the course, project management concepts, techniques, methods, tools, and worksheets are explained in understandable terms. Participants will learn how to define projects, staff projects, charter projects, and manage projects.
- **Managing Change (Georgia Merit System)**  
To meet the demands of a changing environment, Managers and executives must make changes in their direction, structure, systems and processes. This course provides a systematic approach for planning, communicating and implementing organizational changes.
- **The 4 Roles of Leadership: Executive (Georgia Merit System)**  
The Executive version addressed how to apply the principles and process of leadership from the perspective of senior managers. The 4 Roles of Leadership is an intensive, workshop for leaders (executives, managers, and supervisors) who want to significantly improve their strategic thinking, long-term vision, and positive influence on others. The 4 Roles of Leadership will guide you to understand the changes, choices, and principles that affect your decisions. Just as important, the course will equip you with real tools to help you solve today's



challenges and prepare for tomorrow's opportunities. The 4 Roles of Leadership uses a 360-degree profile that was designed to enhance leadership skills.

- **The 4 Roles of Leadership: Middle Managers (Georgia Merit System)**  
The 4 Roles of Leadership is an intensive, workshop for leaders (managers, and supervisors) who want to significantly improve their strategic thinking, long-term vision, and positive influence on others. The 4 Roles of Leadership will guide you to understand the changes, choices, and principles that affect your decisions. Just as important, the course will equip you with real tools to help you solve today's challenges and prepare for tomorrow's opportunities. The 4 Roles of Leadership uses a 360-degree profile that was designed to develop leadership skills in all levels of management. The 4 Roles of Leadership uses a 360-degree profile that was designed to enhance leadership skills.
- **The 4 Roles of Leadership: Managers and First-Line line Supervisors (Georgia Merit System)**  
The 4 Roles of Leadership is an intensive, workshop for leaders who want to significantly improve their strategic thinking, long-term vision, and positive influence on others. The 4 Roles of Leadership will guide you to understand the change, choices, and principles that affect your decisions. Just as important the course will equip you with real tools to help you solve today's challenges and prepare for tomorrow's opportunities. The 4 Roles of Leadership uses a 360-degree profile that was designed to develop leadership skills.

## Additional Resources

### Books

- **Plan or Die!: 10 Keys to Organizational Success** by T. M. Nolan, L. D. Goodstein & J. W. Pfeiffer (John Wiley & Sons, 1993). The authors are recognized precedent setters in the field of strategic planning. This book looks closely at the 10 keys that are critical to shaping an organization's future.
- **Getting a Project Done on Time: Managing People, Time, and Results** by P. B. Williams. (AMACOM, 1996). Book is clear, concise, and very easy to apply to daily work. It helps you by giving a defined process and also addresses the "what ifs" associated with many aspects of managing a project.
- **Goal Setting (WorkSmart Series)** by S. Wilson (AMACOM, 1994). Challenges reader to produce a complete goal, manage time and energy, and delegate to people specific roles to achieve those goals. Presents ideas help you stay focused on the process of planning, and executing any project. "
- **Handbook of Practical Program Evaluation** by J. S. Wholey, H. P. Hatry & K. E. Newcomer (Jossey-Bass, 1994). More than ever before, the media, elected officials, and the public are demanding accountability from public and nonprofit organizations. But assessing the effectiveness of programs and services can be a time-consuming and costly process. In this comprehensive handbook, experts in the field of program evaluation outline efficient and economical methods of assessing program results and identifying ways to improve program performance.

## Media

- 59 Second Mind Map Toolkit. Mind Maps offer an exciting way to plan, prioritize, manage and communicate in a manner that offers speed, flexibility and immediate response to change. Employee University, 1-888.215.8532.
- Time Challenged. Time Challenged takes a humorous, good-natured look at overcoming the challenges of time management, as the character works through his productivity dilemmas with a support group of recovering time-challenged individuals. Employee University, 1-888.215.8532.

## Creative Thinking

Ability to look at situations from multiple perspectives. Tendency or ability of individual to do something or create something new. Creates solutions to problems using novel methods and processes.



### Suggested Activities for Development

- Commit to identifying two or more solutions when solving a problem. Weigh the costs and benefits associated with each solution and determine a course of action.
- Identify a recurring problem in your work unit. Generate a set of solutions to address the problem. Devise an implementation plan for the chosen solution.
- Volunteer to work on cross-functional teams or with people who are known to think outside of the box. Incorporate any new ideas and concepts gained from the experience in your work unit.
- Once a week, engage in an activity that you typically do not do.
- Seek out creative thinkers and talk with them to generate new ideas that can be applied in your work unit.
- Subscribe to magazines or attend conferences and workshops that present innovative concepts and ideas in your field.
- Play games that stimulate creative thinking (e.g., Charades or Pictionary).
- Interview customers to determine how they view your organization or department. Based on this information evaluate current processes, people, and technology. Share any recommendations with your manager and devise a plan of action.
- If you are a manager, recognize and reward employees who come up with innovative ideas.
- Continually scan the media for interesting or unusual trends (e.g., technology). Identify one or two trends that could enhance or potentially threaten services that are currently being provided. Present your findings and recommendations to your manager.
- Research how new technologies are being used and applied in different industries or organizations. Determine how the basic concepts could be applied in your organization. Formally present your ideas and an implementation strategy to senior management.

## Additional Resources

### Books

- What's the Big Idea? Creating and Capitalizing on the Best New Management Thinking by T. H. Davenport, L. Prusak & H. J. Wilson, H.J. (Harvard Business School Press, 2003). Choose the right idea at the right time and your company can become more efficient, more effective, and more innovative. Choose the wrong one-or jump on the right bandwagon too late-and your company could fall hopelessly behind.
- Creativity at Work by J. DeGraff & K. A. Lawrence (Jossey-Bass, 2002). Although many leaders acknowledge and invest in creativity, we seldom see it hold a credible place in the business development process. Creativity at Work takes a practical approach to creativity, showing how to select practices to produce results and add value.
- The Mind Map Book: How to Use Radiant Thinking to Maximize Your Brain's Untapped Potential by T. Buzan & B. Buzan (Plume, 1996). Drawing loosely on brain research, learning theory and information science, these idea-rich, relentlessly upbeat manual proffers graphic images as an aid to unlock creative thinking or clarify emotions.
- Future Edge: Discovering the New Paradigms of Success by J. A. Barker (William Morrow, 1992). From a strategic exploration viewpoint, this is an excellent guidebook. Understanding and mastering your paradigms is one important thing for making progress in life and in business,
- Thriving on Chaos: Handbook for a Management Revolution by T. Peters (HarperCollins, 1991). Proposes the "must-do" to survive in order for agency to achieve success explosively changing times.

### Media

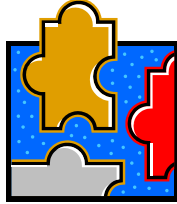
- Everyday Creativity Training Video. Everyday Creativity teaches a surprising truth about creativity -- that it's not a magical, mysterious occurrence. Employee University, 1-888.215.8532.
- Ideas Into Action Training Video. A video program that looks at the subject of creative thinking and innovation in organizations. It suggests ways of broadening the thought processes and increasing creativity. Employee University, 1-888.215.8532

### Website

- <http://www.isixsigma.com> Search Word: creativity
- <http://www.mycoted.com>
- <http://members.ozemail.com.au/~caveman/Creative/index2.html>

## Problem-Solving

The identification of various types of problems along with creating workable solutions. Requires the identification and analysis of problems, evaluation of alternatives, and provision of solutions.



### Suggested Activities for Development

- Play games that increase your problem solving skills (e.g., bridge).
- Consider at least two alternatives for solving a problem.
- To help you look at problems from different perspectives, engage in a new activity. Identify any new approaches or ideas gained that may be useful in generating ideas to solve problems.
- Identify a problem that you were not able to solve. Take some time to reconsider the issue. Write down solutions that you could have used to solve the problem and use them in similar situations.
- Track each time you collect information before making a decision. Compare the results of your decisions when you collected information about the problem versus the results of the decisions when you did not collect information.
- In an effort to identify the root cause of the problem, try to examine the problem from another perspective. For example, how would your boss or someone you know with excellent problem solving skills handle the problem?
- Get ideas and suggestions about the root cause of the problem from someone whom you believe is successful at solving similar problems or from someone who will be impacted by the problem.
- Present the problem to a group of people. Have the group brainstorm about possible causes of the problems. Determine which factors are symptoms of the problem and which factors are causes of the problem.
- Examine the projects you will be working on within the next 6 months. Make a list of the problems you anticipate having to face. Determine the root cause of the problem and identify action steps to overcome the problems. Check to see if you have faced similar problems in the past. If so, how did you address the problem and what was the outcome?
- Over the next month, identify problems brought forth by customers that were unexpected. See if there is a trend. Determine the root cause of the problem. Also, determine what could have been done to prevent the problem from

occurring? Identify the cost to the organization if the problem is not solved and identify the impact of the alternatives that were identified.

- Look for a significant problem in your area. Examine the background of the problem. Have you encountered similar problems in the past? If necessary, break down the problem into pieces. Determine the factors that must be addressed and develop a plan to address the issue. Think through why you believe that your plan will succeed. Evaluate and modify your plan as appropriate.
- Identify someone who is successful at solving problems and ask if there is a problem that you can think through with her or him to enhance your problem solving skills. Discuss the problem with the person. Look for causal relationships. Develop a response to the problem, then compare your response to the other person's response. Discuss similarities and differences in your responses.
- Become a certified mediator.

## Recommended Courses

- **Increasing the Effectiveness of Workplace Teams: Achieving Teamness (Georgia Merit System)**  
Teams are used more and more in the workplace. Those teams may be striving to improve quality, increase efficiency, or improve customer satisfaction. Despite their best intentions, teams may fail. This course highlights five common team problems that often occur during the early formation of teams and outlines strategies for overcoming those five problems.
- **Increasing the Effectiveness of Workplace Teams: Improving Teamwork (Georgia Merit System)**  
Effective managers and supervisors recognize the importance of team members working together. Even when teams have clear goals, defined roles and effectively deal with conflicts, other problems can affect teamwork. This course outlines strategies for dealing with those problems. This course is one of two courses that deal with factors contributing to the failure of teams.
- **Managing Conflict in the Workplace (Georgia Merit System)**  
Personal conflict between employees can disrupt the workplace and depress morale. Supervisors and managers need an effective program for confronting and resolving disputes between employees. This course aims at providing the supervisor with the means to create an action plan to intervene, analyze, investigate and resolve conflicts between members of the organizational unit. Interviewing techniques and interpersonal communication skills are emphasized.
- **Managing The Troubled Employee (Georgia Merit System)**  
How should managers and supervisors deal with a troubled employee? This is the employee whose acceptable performance suddenly declines because of off-the-job factors. Managers and supervisors who attend this course will learn how to recognize and how to deal effectively with troubled employees. The course will help managers and supervisors focus their response on the troubled employee's job performance rather than the employee's personal problems.

- **Mediation Training** (Georgia Merit System)  
This course is designed for professionals who want to learn the theory and skills necessary to formally practice mediation as an expansion of their present professional work. The course is also designed for those who desire to integrate mediation strategies, negotiations skills and problem-solving techniques into their current work. The Georgia Office of Dispute Resolution has certified this course and a veteran mediator leads it.
- **Mediation Practicum** (Georgia Merit System)  
The practicum provides participants an opportunity to observe a full-length mediation; view and react to situations that mediators often face. The course fulfills a certification requirement of the Georgia Office of Dispute Resolution for those wishing to practice mediation in this state. A prerequisite is Mediation Training.

## Additional Resources

### Books

- Why Didn't I Think of That? Think the Unthinkable and Achieve Creative Greatness by C. W. McCoy (Prentice Hall Press, 2002). McCoy has designed self-tests to help you develop progressively better judgment for balanced decision-making, and in each chapter challenges you to apply techniques for generating creative ideas and methods for making optimal choices. Shows you how to sharpen your left-brain power -- observation, accuracy, and analysis -- to achieve optimum results.
- Risk Modeling for Determining Value and Decision Making by G. R. Koller (CRC Press, 2000). Risk or uncertainty assessments are used as aids to decision making in nearly every aspect of business, education, and government. The author devotes a chapter to techniques for consistently collecting data in an inconsistent world and offers another chapter on how to reflect the effect of "soft" issues in the value of an opportunity.
- Oh No! Not Another Problem by J. A. Griver & M. Vodrey (Compsych Systems, 2000). "Oh No! Not Another Problem" is a practical approach to solve day-to-day problems helps you take the guesswork out of daily problem solving. Six hypothetical stories will illustrate how to apply a basic and proven process of operational analysis as outlined in a Ten-Step Guide to Analyze and Solve Daily Problems.
- The Problem Solving Journey: Your Guide for Making Decisions and Getting Results by C. W. Hoenig (Perseus Publishing, 2000). Chris Hoenig offers a hands-on guide to the art and science of problem solving-featuring examples of successful problem solvers such as Colin Powell and Lou Gerstner, and leading organizations as diverse as VISA, the Orpheus Chamber Orchestra, and NASA. Using a wide variety of diagnostics, self-assessment tools, and other interactive elements, Hoenig helps you identify your own problem-solving profile and navigate the six dimensions of the problem-solving journey, from "creating the mindset" to "delivering the results."

- Creative Problem Solving by T. W. Dombroski (Universe, Incorporated 2000). Thomas W. Dombroski shows how to remove the roadblocks by attacking problems creatively and clearing away outmoded strictures that straitjacket our thinking process and inhibit new approaches. After stressing the importance of attitude in approaching problems, Dombroski breaks down the problem-solving process into five phases and illustrates each phase with puzzles, examples, diagrams, and other techniques of reinforcement. Creative Problem-Solving effectively blends psychology with hard-nosed business practice.
- Apollo Root Cause Analysis - A New Way Of Thinking by D. Gano, V. E. Lee & W. C. Mitchell (Apollonian Publications, 1999). Apollo Root Cause Analysis is about effective problem solving. You will learn more about the cause and effect principle. You will discover that there is an infinite set of causes limited only by our lack of knowledge. By documenting these branched causes, we are able to create a visual dialog that ensures an effective solution every time.
- Systematic Innovation: An Introduction to TRIZ (Theory of Inventive Problem Solving) by J. Terninko, A. Zusman & B. Zlotin (CRC Press, 1998). TRIZ, the Theory of Inventive Problem Solving, is a revolutionary new way of systematically solving problems and creating multiple-alternative right solutions. TRIZ is more than a methodology--it is a unique way of thinking that enhances creativity by getting individuals to think far beyond their own experience and to reach across disciplines to solve problems using solutions from other areas of science or technology.
- 101 Creative Problem Solving Techniques: The Handbook of New Ideas for Business by J. M. Higgins, C. Smith & K. Coffey, 1994. The author presents 101 techniques to stimulate creativity and innovation in individuals and groups.
- Mindmapping: Your Personal Guide to Exploring Creativity and Problem-Solving by J. Wycoff & S. Cook (Berkley Publishing Group, 1991). Readers can finally break down the blocks that hinder free thinking and discover their vast stores of innovative ideas involving whole-brain thinking techniques that are presented here.
- The Art of Problem Solving : Accompanied by Ackoff's Fables by R. L. Ackoff (John Wiley & Sons, 1987). Uses a unique perspective to overcome the deficiencies of a purely scientific approach to managerial decision making. Explores the creative art of problem solving, presenting material in a discursive style. Focus is on discussing a serious activity with some humor (with accompanying ``fables"--based on real problems faced by real managers--for illustration). Examines principal obstructions to creative problem solving and provides methods for their correction.

## Media

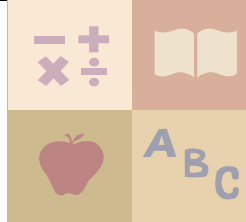
- Thinking Outside the Boundaries: Master the secrets of creativity and innovation, DOES INSTITUTE, INC. Discover secrets to increase profits, generate new products, build productivity, improve customer service, and much more. You'll learn how to break out of the "mind ruts" that are holding you back. Make complex problems solvable every time. Learn how to unleash the unconventional thinking power that leads to new solutions, "on target" decisions, and great opportunities. . 1-800-236-3637



- Team Problem-Solving Process, QCI International.  
This eight-step team problem-solving process works well for management level teams as it does for entry-level teams. The difference lies in which techniques should be used at each step. This module will show you the appropriate tools, and when and how to use them. It also provides a road map to follow when doing problem solving. This helps reduce the urge to leap from problem identification all the way to problem solution and ignoring such vital steps as data collection and data analysis. This module increases the assurance of a logical and cost effective approach to team problem solving. , 1- 888-215-4697

## Arithmetic & Mathematical Reasoning

Uses and applies mathematical techniques, processes, and concepts to understand and solve problems. Applies understanding of mathematics, either explicitly or implicitly to perform basic computations, apply mathematical processes or utilize tools, analyze problems, identify or specify patterns, and draw conclusions.



### Suggested Activities for Development

- Take a basic math course.
- At time tax, figure your own income taxes (*read and fill out the proper forms*).
- Spend 2-3 hours a week over an 8-week period completing math exercises in workbooks or online.
- Shadow someone in the accounting department in your agency.
- When shopping, figure out the percentage off in dollar amount without using a calculator.
- Volunteer for a project that involves interpreting charts and tables.
- Create a budget in Microsoft excel using formulas to calculate expenses.
- Take an IQ test.
- Take a math portion of a practice SAT/ACT or GRE/GMAT test.
- Get involved in a project that involves conducting a costs/benefit analysis.
- Take a Finance or Accounting course online or at a local college or university.
- Take a statistical software course (e.g., SPSS or Statistica).
- Tutor high school or college students in their math classes.
- Volunteer to be the accounting secretary or accountant for a professional or community organization.

## Recommended Courses

- **Workplace Essential Skills**

Workplace Essential Skills uses multi-media (TV/videos, print, and the Internet) to help you brush up on your reading, writing, math, and job skills. There are 24 half-hour programs (plus one for Orientation), four workbooks, and 24 FREE online lessons. They work together to make learning easier. And, you can work online with a teacher! For more information, visit

<http://www.ket.org/enterprise/work/>.

- **Basics of Business Math**

This online course provides instruction and practice in basic business math skills for the area of fractions., Decimals teaches how to add, subtract, multiply, and divide using decimals. It also shows the order in which to do this for combined computations. Calculator provides instruction and practice in using a calculator for business math. Equations discusses equations and ratios. It teaches what equations and ratios are and how to use them to solve many different word problems. Percents teaches how to calculate percents. It explains how to convert decimals to percents, percents to decimals, fractions to percents, and percents to fractions. This course also teaches how to solve word problems involving percentages by using formulas. Reports provides instruction in evaluating and analyzing basic statistics and graphs used in business reports. For more information visit

[http://www.trainingcenter.com/series/Basics\\_of\\_Business\\_Math.asp?source=&AID=597948&PID=615453](http://www.trainingcenter.com/series/Basics_of_Business_Math.asp?source=&AID=597948&PID=615453).

## Additional Resources

### Books

- The Cambridge Workplace Success Series, The series teaches basic writing and math skills in the vocational context of business and industry, and encourages critical thinking and problem solving skills essential to the workplace. Relevant, interesting, scenarios set in realistic workplace environments will increase students' motivation to learn skills necessary to be effective in their jobs.
- GRE/GMAT Math Workbook by D. Stuart & Staff of Kaplan, Inc., (Kaplan, 2002). Comprehensive review and powerful strategies for every type of question, this intensive workbook provides you with the targeted math training.
- Painless Math Word Problems (Barron's Painless Series) by M. F. Abramson, R. Spungin & L. Hamilton (Barrons Educational Series, 2001) Learn to see patterns in math word problems, then compute with decimals, fractions, compare rates, and solve proportions. Then using everyday, real-world examples, they explore statistics and probabilities, and learn how math can actually predict future outcomes and events. Other areas of practical math are examined, with a final chapter that searches out problems and activities that can be found on the World Wide Web.
- MATH ESSENTIALS 2 by S. L. Slavin (Learning Express, 2000). This new edition book is designed for adults in the workplace who aspire to a supervisory or mid-level management position but who are held back by their lack of basic

math skills and math anxiety. With this focus on mastering the basics, this 20-step guide will also give the 1.5-million high school graduates who each year go directly into the workplace an easy way to sharpen the practical math skills they need in order to be employable.

- 1001 Math Problems by S. Tarbell (Learning Express, 1999). This was written with the idea of helping a reader overcome math anxiety by giving math problems and explanations in a simple and engaging format. This book is essential practice in dealing with whole numbers, fractions, decimals, percentages, basic algebra, and basic geometry.
- All the Math You'll Ever Need: A Self-Teaching Guide by S. Slavin. (John Wiley & Sons, 1999). Refreshes practical math skills for your personal and professional needs, with examples based on everyday situations. Offers straightforward techniques for working with decimals and fractions. Demonstrates simple ways to figure discounts, calculate mortgage interest rates, and work out time, rate, and distance problems. Contains no complex formulas and no unnecessary technical terms.
- Basic Business Math by R. Truchon & T. Hicks (Crisp Publications Inc., 1997). Using percentages, ratios and proportions, paying sales tax, borrowing or investing money, being paid a commission, purchasing discounted products on sale, using credit cards... All of these functions require basic math knowledge and skills that are offered in this concise, easy-to-absorb format. Readers may turn to a specific section of the book and become proficient in a new area by working a few problems. A post test is included in this revised edition that will prepare readers with the ability to understand the math in their lives, and to improve skills at solving brain-teasers as well.

## Manages Resources

Ability to appropriately allocate a variety of resources which may include materials, money, facilities, and equipment. Requires the ability to assess needs and track progress.



### Suggested Activities for Development

- Review procedures for acquiring resources. Make sure you understand the approval process for obtaining various resources.
- Identify people who are successful at making optimum use of their resources (e.g., people, financial, and technology). Find out what they do.
- Volunteer to manage the budget tracking process for your work unit.
- Periodically, ask employees if they have the necessary resources to perform their job.
- Contact other colleagues in the organization to learn more about what they do and the resources they have.
- When working on a project, make a list and prioritize the resources needed according to their level of importance within the department. Determine the cost (including opportunity costs) involved in using these resources.
- Discuss what your work unit does with technology experts within your organization. Ask if they have any ideas about how to streamline processes in your work area.
- Meet with your boss to discuss the budget and ways to control costs in your work unit. Identify the resource(s) that consume most of your work unit's budget. Devise a plan to cut costs.
- When working on a project, develop or use a project management tool to help track resources.
- Invite people from other departments to participate in a project.
- Participate in the strategic, information technology, and/or workforce planning process.
- Develop a forecasting model or use forecasting software to determine staffing, technology, and/or budget needs.

- Identify a pertinent problem within your organization. Determine the cause of the problem. Brainstorm about possible solutions. Conduct a cost/benefit analysis to determine the best solution. Present findings to others.

## Recommended Courses

- **How to Manage Projects: Being in Charge from Beginning to End (Georgia Merit System)**  
This course provides a basic and yet comprehensive set of tools that managers, supervisors, team leaders, or project leaders may use to avoid crisis management. During the course, project management concepts, techniques, methods, tools, and worksheets are explained in understandable terms. Participants will learn how to define projects, staff projects, charter projects, and manage projects.
- **Implementing Change in the Workplace (Georgia Merit System)**  
This course provides a basic and yet comprehensive set of tools that managers, supervisors, team leaders, or project leaders may use to avoid crisis management. During the course, project management concepts, techniques, methods, tools, and worksheets are explained in understandable terms. Participants will learn how to define projects, staff projects, charter projects, and manage projects.

## Additional Resources

### Books

- **Managing from Clarity: Identifying, Aligning and Leveraging Strategic Resources** by J. L. Ritchie-Dunham & H. T. Rabbino (Wiley, John & Sons, Incorporated, 2001). Drawing from a variety of approaches and theories of management, this book presents a single integrated framework for understanding organizational and operational dynamics and for making strategic decisions. It describes methods for forming, communicating, and testing strategies, developing a broader perspective, and identifying an organization's key resources.
- **Mastering Project Management: Applying Advanced Concepts of System Thinking, Control and Evaluation and Resource Allocation** by J. P. Lewis (McGraw-Hill Companies, 1998). A handbook for project management professionals. The author discusses power and politics, cultural differences, and systems thinking in project management, and explains how to develop shared understanding of a project, manage resources in project scheduling, control projects through tracking, and optimize project performance. Includes many illustrative tables, summaries, and cartoons.
- **Resource Allocation in the Public Sector: Values, Priorities, and Markets in the Management of Public Services** by C.M. Fisher (Routledge, 1998). This book examines the competing values that underlie the public service ethic, including the role of markets and quasi-markets in deciding on how resources are allocated.

# Vision

Understanding of where an organization is headed in light of internal and external trends and influences.



## Suggested Activities for Development

- Review your agency's strategic, information technology, and workforce plan. Ask someone to clarify anything you do not understand. Write out how the work you do supports the organization's goals and objectives.
- Volunteer to serve on your agency's strategic, information technology, and/or workforce planning committee.
- When working on a long-term project, outline how it aligns with the agency's mission. Describe how each step in the project directly impacts the agency's goals and objectives.
- Volunteer to speak at new employee orientation and/or orient a new employee. Share your agency's vision with new employees and/or mentees.
- Create an opportunity each day to express your commitment to the vision. Keep a log of your efforts.
- Develop an organization-wide initiative. Consider the implications for other divisions within the organization. Discuss how your plan supports the organization's goals and objectives with others.
- Identify organizations that are viewed as benchmarks. Analyze their process and practices. Think about innovative practices that will enhance your agency's ability to achieve its goals and objectives. Establish a plan of action and share your thoughts with your supervisor and colleagues.
- When considering a new initiative and/or process, try to engage in "what if" thinking. Consider the impact upon customers, employees, etc.
- List the long-term goals of your work-unit. Establish short-term goals that will help you achieve the long-term goals. Monitor the achievement of both short and long-term goals.
- Deliver a motivational speech on a topic that interests you.
- Establish a communication plan for articulating your vision for an organization, department, or work unit.

- Identify a recent organizational change. Write down your thoughts about the long-term implications of this change (including political implications). Monitor the impact of the change and compare it to your earlier thoughts. Identify any insights gained.
- Develop a presentation of your vision. Create a graphical image that reinforces the key concepts of your vision. Present your vision at a staff meeting.
- Write down the internal and external forces that will help make your vision a reality. Then, write down the forces that can hinder your vision. Identify the most significant forces from each list. Establish an action plan to reduce the forces that may hinder your vision. Then, establish a plan of action to increase the forces that will support your vision.

## Recommended Courses

- **The 4 Roles of Leadership: Executive (Georgia Merit System)**  
The Executive version addressed how to apply the principles and process of leadership from the perspective of senior managers. The 4 Roles of Leadership is an intensive, workshop for leaders (executives, managers, and supervisors) who want to significantly improve their strategic thinking, long-term vision, and positive influence on others. The 4 Roles of Leadership will guide you to understand the changes, choices, and principles that affect your decisions. Just as important, the course will equip you with real tools to help you solve today's challenges and prepare for tomorrow's opportunities. The 4 Roles of Leadership uses a 360-degree profile that was designed to enhance leadership skills.
- **The 4 Roles of Leadership: Middle Managers (Georgia Merit System)**  
The 4 Roles of Leadership is an intensive, workshop for leaders (managers, and supervisors) who want to significantly improve their strategic thinking, long-term vision, and positive influence on others. The 4 Roles of Leadership will guide you to understand the changes, choices, and principles that affect your decisions. Just as important, the course will equip you with real tools to help you solve today's challenges and prepare for tomorrow's opportunities. The 4 Roles of Leadership uses a 360-degree profile that was designed to develop leadership skills in all levels of management. The 4 Roles of Leadership uses a 360-degree profile that was designed to enhance leadership skills.
- **The 4 Roles of Leadership: Managers and First-Line line Supervisors (Georgia Merit System)**  
The 4 Roles of Leadership is an intensive, workshop for leaders who want to significantly improve their strategic thinking, long-term vision, and positive influence on others. The 4 Roles of Leadership will guide you to understand the changes, choices, and principles that affect your decisions. Just as important, the course will equip you with real tools to help you solve today's challenges and prepare for tomorrow's opportunities. The 4 Roles of Leadership uses a 360-degree profile that was designed to develop leadership skills.



## Additional Resources

### Books

- 20/20 Foresight: Crafting Strategy in an Uncertain World by H. Courtney (Harvard Business School Press, 2001). McKinsey consultant Courtney argues convincingly that managers can approach uncertainty systematically. Most managers, he says, either ignore potential problems or try to map out them out in painful detail. The better approach, Courtney contends, is to classify risk (e.g., a relatively clear future, a range of possibilities or true ambiguity) and hone a strategy based on a checklist he provides for each category.
- Essential Managers: Strategic Thinking by A. Bruce & K. Langdon (DK Publishing, 2000). This book includes concise and handy visual and verbal tips on gathering and analyzing key information, setting short- and long-term objectives, developing your team leadership skills, predicting future trends, and maintaining a flexible approach throughout. It also covers the essential tools of strategic management, from SWOT (strengths/weaknesses/opportunities/threats) analysis and feasibility studies to budgeting forecasts and contingency plans.
- The Mission-Driven Organization : From Mission Statement to a Thriving Enterprise, Here's Your Blueprint for Building an Inspired, Cohesive, Customer-Oriented Team by B. Wall, M. Sobol & R. Solum (Prima Publishing, 1999). This book shows you step by step how to reinvigorate your company with this new way of thinking. Inside, you'll learn how to draft and communicate a powerful vision statement, create the teamwork necessary to realize your vision, understand and manage rapid change, build participation and handle conflict, keep the vision a permanent part of the company.
- Renewing Government: Innovative and Inspiring Visions by N. Nelissen, M. Bemelmans-Videc, A. Godfroij & P. de Goede (International Books, 1999). Renewing Government offers invaluable insights into the current debate on fundamental issues concerning innovation in public administration, crossing national, linguistic and academic barriers. The book makes intelligent and stimulating reading for teachers and students of public administration, public policy and political science, as well as for political and administrative consultants and practioners.
- The Power of Alignment: How Great Companies Stay Centered and Accomplish Extraordinary Things by G. Labivitz & V. Rosansky (John Wiley and Sons, 1997). This groundbreaking book shows you how to get and keep all the vital elements of your organization aligned and headed in the same direction at the same time. Alignment links the five key elements of an organization -people, process, customers, business strategies, and, of course, leadership -to obtain breakthrough results, chief among them, sustained growth and profit, loyal customers, and a high-performing work force.
- Choosing the Future: The Power of Strategic Thinking by S. Wells (Butterworth-Heinemann, 1997). This book will help you to improve your thinking skills in any organizational context. Business professionals in particular will find that Wells' lessons teach you to use your business knowledge to discover your own ideas about strategic direction and corporate or company vision. This book will help you achieve this success by studying fundamentals such as effective group

thinking, knowing when to delay a decision for more information, balancing contrasting modes of thought, and transforming thought into action.

- **Scenarios: The Art of Strategic Conversation** by K. Van Der Heijden (John Wiley & Sons, 1996). Deals with how managers can set out and negotiate a successful course into the future for the organization in the face of significant uncertainty. Discusses the principles of organizational learning and describes practical ways to develop the skills in conducting an ongoing scenario-based strategy process.

## Media

- **The Power of Vision (1990)** by Joel Barker, Charthouse. Mr. Barker shows how a positive vision of the future is essential for providing meaning and direction to the present. He explains why meaningful vision empowers us to solve problems and accomplish goals. He gives insight to building or improving an organizational vision, illustrates how thinking about the future gives meaning to the present, and clarifies the concept of Vision — what it is, and what it isn't. 1-800-328-3789

# Organizational Awareness

Understanding of the formal and informal structures within an organization, and the ability to operate effectively within a team.



## Suggested Activities for Development

- Review documents that provide information regarding the organization's history, structure and operating environment (e.g., organizational charts). Regularly review the contents on the organization's intranet, newsletters, websites, etc.
- Read the department's strategic, information technology, and workforce plan. Ask your manager about anything that you do not understand.
- List out the things you would like to know more about in your organization. Locate documents or people within the organization that can provide you with this information.
- Identify someone who has been with the organization for a long time. Ask the person about the organization's history, how things get done, how decisions are made, key players in the organization, how to get buy-in, and the political culture of the organization.
- Accompany your manager to meetings and/or volunteer to "stand in" for your supervisor when she or he cannot attend a meeting.
- Conduct a climate survey and review your organization's most recent organizational climate survey results
- Take advantage of opportunities where informal discussions about the organization may take place. Participate in events outside of the work environment.
- Identify three things that you can do in your area to help your organization achieve its strategic goals and objectives. Discuss this information with your manager and/or peers.
- Get to know other people in your organization. Introduce yourself at meetings. Find out what they do and how it impacts your work.
- Regularly attend meetings outside of your work unit or division.
- Write out your daily activities and identify how your work supports organizational goals and objectives. Determine ways in which your actions may be modified to better support the goals and objectives. Modify actions as appropriate.

- Review your work unit's goals and objectives. Identify ways in which your work group can support other work units or divisions within your organization. Or, contact another division and set up an exploratory meeting to identify ways in which both divisions can support one another.
- Conduct informational interviews with people from other work units or divisions. Find out what they do and problems they are facing and/or will be facing in the future. Explore ways in which your department may assist them.
- Volunteer to work on cross-functional teams and/or committees. Seek input from others about ways in which you can increase your organizational knowledge.
- When working on a project, identify whose buy-in you must have to make it a success and involve these individuals in the decision-making process.
- Identify key people within your organization who will likely support or object to a proposal you have developed. Tailor the cost/benefits of your proposal to suit their needs.
- Choose an area of government that you are interested in and conduct a S.W.O.T. analysis (identifying strengths, weaknesses, opportunities, and threats). After analyzing this information, think about the implications on your department.
- When implementing an initiative, identify other initiatives that are taking place within the organization. Consider the impact of the timing of your initiative as it relates to other priorities. Identify informal lines of communication and hidden and explicit agendas and viewpoints of key players.

## Additional Resources

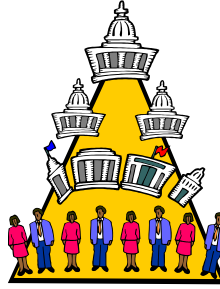
### Books

- The Culture of Work Organizations by Trice and Beyer (Prentice Hall, 1993). This comprehensive book illustrates the relevance of organizational cultures in a variety of work contexts, provides concrete examples from actual Fortune 500 organizations, and offers advice on managing cultures in organizations.
- Modern Approaches to Understanding and Managing Organizations by Bolman & Deal (Jossey-Bass, 1989). This book bridges the management theory and practice gap and shows managers different ways of understanding what is happening in their organization and how to deal with the situations they face.
- Survival in the Corporate Fishbowl by J. P. Fernandez (Lexington Books, 1987). The author offers advice and suggestions on how to navigate the sometimes "dangerous waters" in organizational life.

- Gaining Control of the Corporate Culture by R. H. Kilmann, M. J. Saxton & R. Serpa (Jossey-Bass, 1985). This book presents the state of the art on corporate culture today, bringing together leading authorities' major approaches to understanding, managing, and changing organizational cultures. In twenty original chapters, the authors go far beyond merely describing and comparing diverse corporate cultures to show management professionals what they can actually do to shape and change their organization's culture.

## External Awareness

Understanding the impact of external trends and influences on organizational functioning.



### Suggested Activities for Development

- Spend some time gathering information about the services provided by each state agency. Identify relationships between the services offered by your agency and other agencies within state government.
- Read documents and publications and listen to television programs (e.g., Georgia Lawmakers) to learn more about the structure and politics of state government. Consider how the information you have learned impacts your organization.
- Regularly read information on other agencies' websites.
- Review your agency's strategic, information technology, and workforce plan.
- Volunteer to serve on a statewide committee and/or participate in a statewide initiative.
- Talk to others outside of your organization about their perceptions of your agency. Take the information you have gathered into consideration when making decisions. Also, share this information with others in your organization.
- Talk to someone in another agency about some of the challenges they are facing. Find out what they are doing. Consider the implications for your agency.
- Attend seminars and lectures outside of your organization. Participate in external forums that discuss current government issues and future trends. Think about how the information you have learned impacts your work.
- Conduct a strategic planning meeting within your area. Communicate the overall vision of your work unit with team members. Engage team members in an environmental scanning exercise to identify both internal and external factors impacting the department. Discuss the impact of the factors on the department and establish a plan of action to address any issues.
- Volunteer to serve on the strategic planning committee.
- Regularly conduct your own environmental scan to identify internal and external issues impacting the agency. Lead a discussion group with peers about how these factors impact your organization.

- Establish a list of great resources where you can get information regarding current social, demographic, technology, legal, and environmental trends. Prepare a quarterly report summarizing the trends and establish a formal system for tracking them. Determine if any changes are needed in your area based on the information gathered.
- Reorganize your department in a manner that will effectively meet your organization's long-term goals. Identify the strategic direction of your department and seek out suggestions and recommendation from people within the organization about your ideas for reorganizing the structure of your work unit.

## Additional Resources

### Books

- Business Intelligence Using Smart Techniques: Environmental Scanning Using Text Mining and Competitor Analysis Using Scenarios and Manual Simulation by C. R. Halliman (Information Uncover, 2001). "Business Intelligence Using Smart Techniques" is a book about using text mining to perform environmental scanning, and using scenarios and simulation to perform competitor analysis. This book focuses on methods that identify and extract important company-external business information. This book addresses the conversion of the business information into business intelligence. And this book addresses the use of business intelligence to improve a company's competitive position by showing how potentially profitable actions can be taken based on the intelligence.
- Strategic Management and Business Policy by T. L. Wheeline & J. D. Hunger (Pearson Education, 2001). This comprehensive book offers an engaging look into new and traditional strategic management topics. Its thorough coverage helps readers develop an understanding of the wide range of theories and research available in this field—from competitive strategy and industry analysis to environmental trends and ethics.
- Corporate Radar: Tracking the Forces That Are Shaping Your Business by K. Albrecht. (AMACOM, 1999). Corporate Radar shows you how to reach beyond the standard business parameters - to analyze the events, trends, and forces that can radically alter your future. Albrecht uses the discipline of careful cause-and-effect thinking to help you answer specific, relevant questions about what may happen in your future.
- Thought Leaders : Insights on the Future of Business by J. Kurtzman (Jossey-Bass, 1998). In this unprecedented collection of interviews and profiles, twelve of the world's most remarkable business leaders and thinkers tell companies what it will take to prosper in the next century. Visionary and inspiring, the contributors offer compelling insights into such topics as the strategic uses of technology, building sustainable business growth, and realizing a" corporate core" while anticipating key business functions and competencies for the future.
- Information Management for the Intelligent Organization: The Art of Scanning the Environment by C. W. Choo (Information Today, 1998). Written for managers and administrators, this book seeks to show how an organization can manage its information processes effectively, allowing the organization to sustain and

improve its overall performance. Chapters describe the intelligent organization and outline a model of information management, stressing the role of managers, technology, and the process of environmental scanning.

- The Leader of the Future: New Visions, Strategies, and Practices for the Next Era by F. Hesselbein, P. Drucker, M. Goldsmith (Jossey-Bass Inc, 1995). Each of the acclaimed authors offers a special perspective on leadership, a unique glimpse into the future, and together their thinking forms a treasure trove of insight and knowledge. All essays were written especially for this book, providing even the most astute reader with new insights and directions crucial to becoming an effective leader in the organization of tomorrow.
- Strategic Issues Management: A Comprehensive Guide to Environmental Scanning by J. D. Stoffels (Elsevier Science, Incorporated, 1994). This strategic management book provides framework, methods, and techniques for designing, creating, and managing an environmental scanning system to capture strategically valuable signals of change, whether social, technological, competitive, political, or financial--that is, to discover change early enough to gain advantage.
- Issues Management in Strategic Planning W. L. Renfro (Greenwood Publishing Group, Incorporated, 1993). Renfro has provided the first comprehensive chart of these new, uncertain waters. From environmental scanning, to issues research, to developing priorities and issue action strategies, Renfro brings state-of-the-art concepts and methods down to practical applications with his pioneering models of the life cycles of public issues at the national and state levels.

## Websites

- The Governor's Budget Report FY 2004  
<http://www.ganet.org/services/newleg/budget2004/5-26.pdf>
- List of Georgia State Agencies  
[http://www.georgia.gov/00/channel/0,2141,4802\\_937045,00.html](http://www.georgia.gov/00/channel/0,2141,4802_937045,00.html)
- Georgia State Government  
[http://www.georgia.gov/00/channel/0,2141,4802\\_5021,00.html](http://www.georgia.gov/00/channel/0,2141,4802_5021,00.html)
- Georgia Government  
[http://www.georgia.gov/00/channel/0,2141,4802\\_4973,00.html](http://www.georgia.gov/00/channel/0,2141,4802_4973,00.html)
- Stateline.org <http://www.stateline.org>
- About Georgia Government  
[http://www.georgia.gov/00/channel/0,2141,4802\\_1368217,00.html](http://www.georgia.gov/00/channel/0,2141,4802_1368217,00.html)



## Technical/Professional Expertise

Extent to which an individual possess and applies job-related knowledge in the completion of work tasks and activities. Includes knowledge gained through formal and informal education or training.



### Suggested Activities for Development

- Identify knowledge management systems (e.g., standard operating procedures, reports, job aids, databases). Engage in self-study and apply knowledge gained from knowledge management systems to job activities.
- List any technical areas in which you feel that an increase will enhance your performance. With the assistance of your manager, develop a plan for building expertise. This may include identifying work assignments that will assist you in increasing your technical/professional knowledge.
- Develop a list of technical/professional sources (e.g., journals, magazines, websites, etc.). Commit to dedicating a certain number of hours each week to reading and seeking information relevant to your area of expertise. Create a schedule and block out time to read.
- Join a discussion group in your specialty area.
- Make a list of training courses, seminars, conferences and/or workshops that will help you develop your technical skills. Discuss the list with your manager. Apply concepts learned in training on the job. Solicit feedback regarding change in on-the job behaviors from your manager and/or a trusted peer.
- Join a professional organization and become an active member.
- Shadow someone who has significant technical/professional expertise. Observe their behavior and list out the things that you learned. Model learned behaviors.
- Develop a training manual that enhances the technical/professional expertise of colleagues or customers. Use language that is suitable for your targeted audience.
- Join a task force or committee that would benefit from your background. Volunteer to get involved in current initiatives in your organization.

- Identify a project that you think will increase your knowledge. Identify the learning opportunities and maintain a log of your progress toward growth.
- Seek out a mentor. Use this opportunity to learn from others and ask for suggestions on how to increase your skills in the field.
- Identify a technical area that others (e.g., colleagues or customers) may need additional knowledge in. Offer to make a presentation and follow up with them to see if the information presented was useful. Make modifications to presentation based on feedback.
- Refer to your long-term career goals. Keeping your goals in mind, prepare a list of all the knowledge and skill areas you will need to acquire. Be as specific and detailed as you can for each area. Map out a plan to develop in the area you identified.
- Write an article and submit it to a technical/professional journal or magazine for publication.
- Become certified in your area of technical/professional expertise.
- Identify rotational assignments that will provide you with opportunities to gain experiences that will enhance your knowledge, skills and abilities and your career.
- Participate in strategic planning meetings and high visibility committees. Identify ways in which you can use your expertise to achieve strategic goals and objectives.
- Develop a new concept that would significantly impact the organization. Establish a business case that supports the need for the new concept. Develop an action plan. Assess feasibility and the cost/benefits of the plan. Share your ideas with your manager and trusted peers.
- Volunteer to act as a technical advisor for a project in your community or at a local school or college.
- Volunteer to speak about your specialty area to colleagues in agencies, students, members of professional organizations, or at a national conference.
- Create a forum in your organization to share information in your field with your colleagues. Share industry trends and developments.
- Mentor someone who could benefit from your expertise. Develop a mentoring plan. Solicit feedback from the person you are mentoring regarding their learning experience.

## Additional Resources

### Books

- **Powerful Professionals: Getting Your Expertise Used Inside Your Organization** by M. Hiebert & M. Hiebert & Colleagues, Inc. (Trafford Publishings), This book is written for anyone whose expert services are used by an organization but who do not have direct control. It is a 'how-to' book full of checklists, assessments, models, examples, worksheets, etc. specifically tailored to assist professionals establish more powerful and influential roles.
- **Seven Habits of Highly Effective People** by S. Covey, Simon & Schuster, 1990). Before you can adopt the seven habits, you'll need to accomplish what Covey calls a "paradigm shift"--a change in perception and interpretation of how the world works. Covey takes you through this change, which affects how you perceive and act regarding productivity, time management, positive thinking, developing your "proactive muscles" (acting with initiative rather than reacting), and much more.